HUMAN RIGHTS& SCIENCE

ACT1ON10

The Ten Actions (Tact)

Equal partnership is key!
Bangladesh 2008 *(photo Action10, 2008)*

Introduction

The UN has defined extreme poor as those people whose income is less than $1.25 a day (UN, 2013b). The UN states that 1.2 billion people are still suffering under extreme poverty conditions in the year 2013.

The international community has reached a consensus on the importance of reducing poverty (Gérard Perroulaz, 2010). In recent years international development cooperation can vaunt its part in the undeniable progress made in partially reducing poverty, improving the literacy rate and battling certain diseases (Gérard Perroulaz, 2010). The adoption of the Millennium Declaration in 2000 by 189 States Members of the United Nations, 147 of which were represented by their Head of State, was a defining moment for global cooperation in the twenty-first century. The Declaration captured previously agreed goals on international development, and gave birth to a set of concrete and measurable development objectives known as the Millennium Development Goals. Spurred by the Declaration, leaders from both developed and developing countries committed to achieve these interwoven goals by 2015. The Millennium Development Goals (MDGs) are eight international development goals including eradicating extreme poverty, reducing child mortality rates, fighting disease epidemics such as AIDS, and developing a global partnership for development.

Through an analysis of the previous aid program the Ten Actions were identified which are expected to reduce and eventually eradicate extreme poverty. The Ten Actions have been developed by Assoc. Prof Cecilia ÖMAN, Founder of Action10 and Human Rights & Science. The two organisations operates according to the same value platform.

The Ten Actions

1. **Needs driven program**
2. **Equal partnership**
3. **Real time evaluation planning**
4. **Strategic partnership**
5. **Institutional capacity**
6. **Sustainable economy**
7. **Quality values**
8. **Resilience**
9. **Knowledge sharing**
10. **Visibility**

1. Needs driven program

Needs driven program is here defined as a set of activities identified, designed and managed by the Target partners. The Action10 strategy builds on the Dreams of the people living under extremely poor conditions. Together with our program partners we capture the passion, ambitions and capacity of the people living under extremely poor conditions, and give these people, our target partners a tool to change their lives. We work together in equal partnership, in truth, trust, equity and harmony, with a sustainable economy and in resilience. Our program grows with the Dreams of our partners and every year new important components are added to our activity plan. The success of our program would not be possible without the skills and capacity of our program partners, who we admire.

To capture the Dreams significant time and effort is required for face-to-face meetings and surveys in the start-up of new programs, thus in the Design phase of a program. Equally important is to keep the face-to-face meetings and surveys for real-time evaluation throughout the implementation of the program.

The dreams

The operations must be effective. To achieve effectiveness one crucial aspect is assumed to have needs driven program, in the sense that there must be a local request to build on. For three reasons, the identification of the most appropriate activities, the process of implementation and the evaluation planning of outcome. Thus;

1. It is thus assumed that it is the people who live under certain conditions who are best suited to know what needs to be done to achieve development. Furthermore, if impact is desired, it is these people who are going to carry the change and must therefore have full ownership of the process. A program must learn lessons and as well change as the people involved changes. This information can only be attracted if the program is driven by the people who have the need. The issue of mutual knowledge sharing comes in as a crucial aspect as the extreme poor lack education and other knowledge sharing opportunities including networking and internet access and as the PPs lack understanding of the conditions in actual practice.

2. Equally important in Needs driven program is the coordination with the national Government and local authorities. The Government is most likely represented in the program by Ministers and staff appointed by the ministers to be part of the program. The local authorities may include for example the Mayor of the city and the Chief of the village.

3. International agreements such as the UN documents on human rights and on children´s rights can help steer the program in a good direction

It is recognised that the private sector, the public sector and the aid sectors are different in operation. The private sector is guided by the demands of the customers and the public sector is directed trough democratic elections among the voters. When this is compared with the aid sector it is acknowledged that the beneficiaries (please compare with customers / voters) of aid cannot put demands on the aid

program. Consequently the aid organisations are rather driven by their own donors than by the beneficiaries. The operations in the aid sector is therefore traditionally not guided by the costumers, as it is in the business sector, or voters as in the public sector, but by a stakeholders who is not targeted by the program. This is here expected to result in lack of effectiveness. ActionTools is encouraging the operations in the private and public sector. ActionTools builds on beneficiary demand driven initiatives only.

Operationally the ActionTools compiles the dreams of the Target partners and provides the means necessary to overcome the challenges to reach those dreams. In parallel the ActionTools compiles the NDPs and find ways to collaborate with authorities on the NDPs. At the macro-scale the ActionTools coordinates with Lower income country governments to support in the implementation of the National Development Plans. ActionTool requires knowledge about international agreements.

2. Equal partnership

Equal partnership is here defined as a fully equal relation between all Program partners. Program partners share all responsibilities and benefits equally including design, implementation, evaluation, reporting and benefits equally.

The partnership is also equal with the Target partners. No internationally accepted method has yet been developed that measures if the partnership is equal, thus A10/HRS is guided by the comments from the partners.

The collaboration

The collaboration between the Program Partners builds on a genuine form of equal partnership. It encompasses trust and mutual transfer of skills, information and support. The equal partnership procedures concern all PPs and TPs. Detailed equal partnership components can include:

1. Shared responsibility, benefits, work load and economy.
2. Make the necessary arrangements to have their own institution highly capable for international development operations, and support each other in this.
3. Is equally involved in each step of the planning, monitoring and evaluation.
4. Is equally involved with the responsibility of raising funds and generating revenue.
5. Benefits equally from project funds.
6. Is equally involved with program and financial reporting towards external stakeholders.
7. Has the same mutual responsibility of informing each other, sharing knowledge and providing a genuine dialogue, face-to –face discussions.
8. Focus on learning, sharing and support with equal involvement in evaluation and learning.
9. Carries the same administrative load towards each other.
10. Has equal responsibility to contribute with its capacity for adapting the mode of operation to the local context.
11. Skills and capacities are equally valued.
12. Builds on shared trust and values in general
13. Builds on shared trust between individuals
14. The project management role is placed on the partners that is best suited

3. Real time evaluation planning

The evaluation planning is always made real-time. Real time evaluation planning is here defined as capturing lessons learnt as soon as they have been generated and immediately adapt and thus improve the program design. In order to address the evaluation planning in the Ten Actions Strategy a tool has been developed called the Program Journal (PJ). The Program journal is crucial for all A10/HRS programs as it also ensures that the Ten Actions are fully addressed.

In the partnership A10/HRS is responsible for keeping the Program journals updated.

Operational

The Action evaluation planning tool builds an understanding of changes in the development setting in which a program is working, as well as monitors and assesses the strategies, activities, economy and institutional capacity linked to an intervention. The method builds on real-time activities. The concept of Outcome challenges, Progress markers and Strategy map included in the method was originally developed by Earl, Carden, and Smutylo (2001) as components of the Outcome Mapping method.

The design phase of the Action EP Tool is a method of asking questions and defining strategic plans which are capturing the target partner's dreams, challenges, demands, experiences and capabilities as well as the Ten Actions. The design phase of the tool constitutes of a logic sequence of activities that eventually leads to detailed work plan. The collection of monitoring data, the monitoring, the evaluation and the reporting is done annually, bi-annually or more often, depending on the progress of the program and meeting opportunities. As soon as lessons are learnt, related redesign steps are noted and implemented in actual practice. The evaluation planning activities are done in meetings, face-to-face or Skype with PPs, all TPs and selected SPs. All data are compiled in a master document, the program journals. A Program journal is developed for each program.

The Action EP Tool aims at; i) being easy to understand, ii) being light to implement, iii) providing the required information for program improvement leading to quality outcome and impact and, iv) generating quality reports.

Real-time evaluation planning takes time, resources, commitment, and effort. The program should consider the time and resources it is prepared to spend on the EP before embarking on its design. However, the efforts invested in EP increase the efficiency, effectiveness and sustainability of any intervention.

4. Strategic partnership

Strategic partnership concerns staying informed about the programs and activities of institutions with related mandates as well as sharing knowledge with the same. Collaboration must always be proposed as soon as it seems appropriate. All types of institutions are addressed, national as well as international, and include; governments, authorities, academia, private sector, civil society organisations, aid organisations and media.

Networking
The Strategic partnership is developed with all sectors concerned including; academia, private sector, public sector, governments, ministries, local authorities, communities, CSOs, NGOs, media, national and international aid and development organisations, investors, philanthropies and charity organisations. TC governments, ministries and local authorities are key SPs as they are in control of the National Development Programs (NDPs). Other strategic partners are the administrative strategic partners; the banks or financial institution where funds are kept and which transferring funds, financial software provider, website host, insurance company, custom authorities, taxation office, manufacturers and suppliers of equipment and items required for the program, service provider, transportation companies carrying program goods etc.

Each program identifies the relevant strategic partners and keeps them updated on program developments. SPs are invited to collaborate. Agreements are usually not developed with the SPs, but the contact is nourished.

A social capital is built trough networking with Program Partners, Target Partners and Strategic Partners.

5. Institutional capacity

The institutional capacity concerns all aspects of the capacity of the Program partner institutions to manage the program including; governance, policies, strategies, staff number and competences, finances, finance administration and accounting procedures, administration, and infrastructure. It is part of the Institutional capacity to ensure that the Ten Actions are implemented in all activities.

The Program journal is a Ten Actions Strategy master document describing the important aspects of a development program or a social enterprise. It contains program evaluation planning, institutional capacity assessment and sustainable economy assessment. It thus captures the history and the future plans. There is only one version Master document and it is a living document, thus the different partners continuously work on it. One strength with the Ten Actions Strategy is the bringing of capacities and knowledge together in a structured and strategic manner. It builds on the concept that one partner is strong where the others are weak and vice versa. Action10 is developing a thorough Financial Administration and Accounting (FAA) training and coaching program. The aim is to develop high quality procedures suitable for Action10 and its Program and Target Partners. The aim is also to protect all Partners against corruption and bribery. Action10 acknowledges the importance with having a continuous and participatory discussion on its institutional capacity. Annual Institutional capacity assessments are performed according to a special tool developed for the purpose.

Institutional capacity assessment
Institutional capacity includes being honest and supportive, transparent and accountable as well as effective and efficient, in actual practice.

A social capital is built trough networking with members, employees and volunteers. An ActionTools Institutional Capacity for International Development assessment grid has been developed, which is a modified version of the McKinsey & Company assessment grid (McKinsey, 2001). These assessments are done by each Institution with all staff and volunteers together and addresses I. Aspirations, II. Strategy, III. Organizational skills, IV. Human resources, V. Systems and infrastructure, VI. Organizational structure, and VII. Culture [1]. Action10 argues for a non-bureaucracy system, and for the operate in small enough

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[1] I. Aspirations; • Mission• Vision – clarity• Vision – boldness• Overarching goals

II. Strategy; • Overall strategy• Goals/performance targets• Program relevance, and integration• Program growth and replication• New program development• Funding mode

III. Organizational skills; • Performance management– Performance measurement– Performance analysis and program adjustments• Planning– Monitoring of landscape– Strategic planning– Financial planning/budgeting– operational planning– Human resources planning• Fund-raising and revenue generation– Fund-raising
– Revenue generation• External relationship building and management– Partnership and alliances development and nurturing– Local community presence and involvement• Other organizational skills– Public relations and marketing– Influencing of policy-making– Management of legal and liability matters– Organizational processes use and development

IV. Human resources; • Staffing levels• Board – composition and commitment• Board – involvement and support
• CEO/executive director and/or senior management team– Passion and vision– Impact orientation
– People and organizational leadership/effectiveness– Personal and interpersonal effectiveness– Analytical and strategic thinking– Financial judgment– Experience and standing• Management team and staff – dependence on CEO/executive director• Senior management team (if not previously covered)• Staff• Volunteers

V. Systems and infrastructure; • Systems– Planning systems– Decision making framework– Financial operations management– Human resources management – management recruiting, development, and retention– Human resources management – general staff recruiting, development, and retention– Human resources management – incentives– Knowledge management • Infrastructure– Physical infrastructure – buildings and office space

units to manage flexibility as well as capturing opportunities arising, as the environment where the program operates in most cases is volatile.

The Institutional capacity also captures the institutions relations to customers and donors.

The Institutions involved in the programs shall preferably also score high on the implementation of all the Ten Actions.

– Technological infrastructure – telephone/fax– Technological infrastructure – computers, applications, network, and e-mail– Technological infrastructure – Web site– Technological infrastructure – databases and management reporting systems
VI. <u>Organizational structure;</u> • Board governance• Organizational design• Interfunctional coordination• Individual job design
VII. <u>Culture;</u> • Performance as shared value• Other shared beliefs and values •Shared references and practices

6. Sustainable economy

Each of the Action10 programs must have a sustainable economy. It may need seed funding or investment capital to get started but shall never depend on external funding.

A source of income must be identified that will pay back any investment with interest, often 10 % per year. The concept is based on the value platform Needs Driven Program (Ten Actions No 1). If the program is actually needs driven then the Target partner will be willing to pay for products and services delivered, thus the program will eventually have a sustainable economy. Consequently, a sustainable economy according to the A10/HRS concept does not only ensure the long term impact of a program but also the needs driven aspect. Attention obviously must be made to the customer's capacity to pay.

As for Action10:
The investment capital when paid back shall not be transferred to Action10 in Sweden but remain on an Action10 Program partner account in the Target country and be reinvested in other joint programs. The 10 % shall be used for in-direct program costs such as salaries, administration, transportation and infrastructure. The sustainable economy concept is strengthened by a commitment to private and corporate donors who provide seed funding and investment capital, that transferred funds shall only marginally (7%) cover in-direct program costs such as salary, infrastructure, travel or administration, and that 93% of the transferred funds must always be used for direct program costs. How the money is spent shall be visible in the TCPP annual financial report.

Becoming self-sustained
The overall purpose with the Ten Actions is to move away from donor driven programs or grant dependency, both in terms of operation and in terms of financing. If social problems are to be tackled successfully, organisations seeking to solve them need sustainable revenues and investment to innovate and grow, thus the program itself must generate funds to cover the program running costs without being dependent on aid grants. Reasons from avoiding donor driven programs include the aspect of ownership and sustainability. Examples from aid program shows that projects are in actual practice often concluded prior to having generated impact or even outcomes. Donor driven projects have shown lack of outcomes and impact due to being owned by the donor organisation and related stakeholder, including the aid organisations country government and academia as well as technical consultants. Also many charities face serious financial challenges that stop them from carrying out their work effectively.

The creation of, or employment in firms with local or national ownership is seen as sustainable economy. Such firms when paying tax to the government further strengthens the capacity of the country to provide education, health services and social security. The funding can also be generated through direct involvement in the Target country´s (TC) Government "National development plan (NDP)". A sustainable economy is also dependent on appropriate finance administration and accounting, why A10/HRS provides capacity strengthening support on this topic.

Besides social enterprising as a concept, social venture capital and social franchising are examples of strategies which can have potential of being useful. Social venture capital is a form of venture capital investing that provides capital to businesses deemed socially and environmentally responsible. These investments are intended to both provide attractive returns to investors and to provide market-based solutions to social and environmental issues. Franchising is the practice of using another firm's successful business model. Social franchising is the application of commercial franchising concepts to

achieve socially beneficial ends, rather than private profit. It can refer to a contractual relationship wherein an independent coordinating organization (usually a non-governmental organization, but occasionally a governmental body or private company) offers individual independent operators the ability join into a franchise network for the provision of selected services over a specified area in accordance with an overall blueprint devised by the franchisor. Once joining the network, operators are given the right to employ previously tested incentives including: professional training, use of brands or brand advertisements, subsidized or proprietary supplies and equipment, support services, and access to professional advice. Members also gain beneficial spin-off effects such as increased consumer volume and improved reputation due to brand affiliation

It is recognized that the sustainable economy concept is a challenge for all our Target partners as a secure income is hard to come by. Employment in the Action10/HumanRightsScience regions is at best seasonal, but mostly it is scarce.

The giver
The Action10 activities require seed-money and investment capital. And for this reason grants and donations are an important aspect of our program.
Considering this aspect Action10 is equally concerned about the giver as of the Target partner. To give is more...
Thus Action10 offers an honest opportunity to do good, to support someone who was less fortunate. Action10 never begs but offers an opportunity, an opportunity that makes sense.

7. Quality values

The quality values of the Action10 programs include truth, trust, equity and harmony.
Any relation, partnership, communication, transaction, activity and report must fully honour the four Action10 quality values.

Operational
The quality values shall e honored between all partners and in all programs. The quality values shall be continuously shall be discussed between all partners as programs are run in actual practice.

Sustainable development is dependent on the motives among stakeholders. Thus with A10/HRS it must be ensured that stakeholder's motives are international development results and nothing else. The ActionTools also addresses the incentives among stakeholders.

8. Resilience

With resilience it is here interpreted the capacity to stay strong, even when challenges threatens the program and/or the partners. A weakness in an activity or a behaviour that threatens the program; for example through disrespect of the Ten Actions, is managed by the partners who fill the gap, provide support, and show pertinence, respect, capacity, care and love.

Operational

Sustainable development is dependent on the resilience of the stakeholders. Despite challenges that may occur, the stakeholders find solutions, stick to the goal of the program and remain resilient, until the expected impact is achieved.

9. Knowledge sharing

The here used definition for knowledge sharing is mutual, timely and honest sharing of knowledge for the benefit of all partners, PPs, TPs and SP as well as for the general public. All means available shall be used for the purpose including; face-to-face meetings, seminars, workshops, media, social media, and scientific publishing.

A10/HRS acknowledges the importance of knowledge sharing and that the collective knowledge is far beyond in quality than single persons or few people's capacities. Action10 states that the knowledge on how to address any situation linked to international development is available and that the only challenge is to capture and it and the implement the knowledge.

Knowledge sharing requires access to Internet and the knowledge to manage social media.

Operational

Our work in our Target countries has brought to our attention that there is a need for training and coaching in finance administration and accounting (FAA). Action10 has an obligation to ensure that our programs are transparent, accountable sustainable and efficient. To strengthen transparent and accountable procedures we have developed detailed guidelines on financial responsibilities, procedures, documentation and how to protect against bribery and corruption. The guidelines are distributed to all Program partners and workshops provided. The work on FAA in Togo was coordinated with our Program partner Investir dans l'Human (IDH).

We also provide guidelines and training on the Ten Action Evaluation planning Tool as well as on social enterprising issues. Guidelines on the Ten Actions Evaluation planning Tool DESIGN and MONITORING are distributed to all Program partners. The guidelines were generally perceived quite demanding and requests were raised to develop the guideline to be more user-friendly.

A10/HRS provides training on social enterprising start-up and management.

10. Visibility

World-wide extreme poverty eradication requires a world-wide program and network of actors, thus visibility is core for A10/HRS's mission to reach its vision. It is crucial to share only quality information and using quality means

Visibility is quite demanding as lots of information is competing for people's attention. All means available shall be used for the purpose including participation is events arranged by Strategic partners, seminars, workshops, social media, media, institutional annual reports and scientific publishing.

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