Läkarmissionen

Guideline

For Completing the Proposal Template 2017

This document is to guide you in the completion of Läkarmissionen's *Proposal Template for Development Cooperation Projects*. Please note also the *Template for Information about the Applying Organisation* which asks of organisational data and does not refer to a specific project and will in the future therefore only have to be updated and not submitted as a whole every year. Note that a detailed budget must also be submitted using Läkarmissionen's *Financial Template*.

Project proposals, including a proposed budget using Läkarmissionen´s *Financial Template* must be submitted no later than the 15 of September 2017! Preferably the "*Template for Information about the Applying Organisation*" is submitted earlier.

The questions in the template provide Läkarmissionen with the information necessary to understand and assess your organisation, the planned project, the context in which the project will take place and the sustainability of the project results. Each question in the template should be answered, so if you consider that any of the questions are not relevant in your specific case you must explain why.

The approved Project Application, including budget, will form an integral part of a future agreement. The future agreement will also demand that you adhere to the Läkarmissionen Code of Conduct which promotes good governance, transparency and accountability and requires decision-making in a democratic, transparent and non-discriminatory manner. The Code is attached.

This guide and the questions in the template are also intended to support the implementing organisation in the project planning process. They emphasize a human rights-based approach to development cooperation. The realization of human rights is closely linked to poverty reduction. Respect for human rights, democracy and development are interdependent and mutually reinforcing. The human rights perspective is used in all the policies and guidelines regulating Sweden's development cooperation. Läkarmissionen has adopted a policy for human rights-based work and it is one of our core values.

Human rights-based approach

Läkarmissionen believes that identifying the root causes of poverty and oppression and addressing these are key aspects of human rights-based work. The foundation of the rights-based approach is a holistic view of the human being, their environment, and the view of a person as a basically social creature with a need to be included in a collective context. Human beings are also actors with their own ability to change their own life situation. In the rights-based approach, human rights are used as goals and tools in an effort to influence policy makers.

The human rights-based approach takes its starting point in human rights as a universal moral foundation, protected by international legal frameworks such as the Universal Declaration of Human Rights.

In a human rights-based approach the aim of all projects is to contribute to the realization of one or several human rights. Identifying what right/rights that is/are being violated is therefore essential in all human rights-based programming. The rights guaranteed to all human beings under international treaties are civil and political rights as well as economic, social and cultural rights, among them:

- The right to life, liberty and security of person
- Freedom of association, expression, assembly and movement
- The right to the highest attainable standard of health

- The right to education
- Freedom from arbitrary arrest or detention
- The right to a fair trial
- The right to just and favourable working conditions
- The right to adequate food, housing and social security
- Freedom from torture and cruel, inhuman or degrading treatment or punishment
- Freedom from slavery
- The right to a nationality
- Freedom of thought, conscience and religion

Rights-holder and Duty-bearer:

- *Rights-holder*: Vulnerable people have the right as well as the ability to participate in and shape their own development: they are the rights-holders. When applying a human rights-based approach, people who are involved in the project are seen as participants in the project rather than beneficiaries. The individual is a rights-holder rather than a recipient of support. People are recognized as key actors in their own development.

- *Duty-bearer:* The state is ultimately responsible for respecting, protecting and implementing human rights. Therefore, an important aspect of a human rights-based approach is advocacy and holding governments and official agencies accountable: they are the legal duty-bearer. In addition to legal duty bearers, there are also moral duty bearers who are responsible for individuals' poverty and oppression and the fulfilment of human rights. These may be parents, church leaders, companies, or traditional local leaders.

Main principles

- *Non-discrimination*: All human beings have the same rights. In projects we sponsor there must not be discrimination against anyone for any reason (e.g. gender, age, educational or health status, ethnicity, religion, disability, sexual orientation, etc.).

- *Participation:* Development projects should be designed based on the perspective of and input from vulnerable people in order to achieve long-term change of their living conditions. They are the rights-holders and should be involved in the planning, in monitoring and in evaluation. The goal is that they will be strengthened, get a stronger voice in the community and become key actors in their own development as well as that of their community. Participation is both a means and a goal.

- *Accountability:* States and other duty-bearers are responsible for the fulfilment of human rights. Projects we sponsor should aim to increase the extent to which legal and moral duty-bearers at all levels fulfil their responsibilities. Demanding accountability is therefore an important task for the civil society, as well as making the rights-holders aware of their rights and strengthening them so that they can claim their rights.

- *Transparency:* A condition for participation as well as for accountability. Openness from the government makes it easier to verify to what extent it takes its responsibility as legal duty-bearer. The civil society should work for increased transparency on the part of government agencies. At the same time, the organisations themselves must be transparent. Through open communication and access donors as well as rights-holders are given opportunities to have insight into and assess the development projects.

Other important principles:

- The development process is locally owned.
- Context, problem, and stakeholder analyses are used to identify the underlying root causes of development problems. Analysis includes all stakeholders.
- Measurable goals and targets are important in programming.
- Strategic partnerships are developed and sustained.

In the instructions below you will find explanations of many of the questions in the template, and several examples to further clarify the type of information required.

1. Basic Information

In this section you should provide key facts about the proposed project and some details of the applying and implementing organisations. If applying and implementing organisation are not the same it is important that you describe the relation between the two and enclose contract, memorandum of understanding or similar.

Make sure to add the date the proposal was last revised, in order to avoid confusion if there are several versions of the same proposal.

2. Summary of Project Description

In this section you should provide a short and brief, but informative description of the proposed project, including background and objectives to be achieved.

3. Financial Summary

In this section you should provide an overview of the anticipated incomes. The figures must correspond to the figures presented in the *Financial Template*. In kind contributions refer to all types of support which are not financial (e.g. material support, volunteers, etc.). You don´t have to estimate the financial value of the in kind contributions, simply state the type of contribution and the donor providing it.

Expenses need not be filled in. Once the project and budget are approved a summary of the project expenses will be copied from the Financial Template and be part of the agreement.

4. Previous Projects and Learnings

In this section you should describe the way in which the project builds on previous learning and experience. It is important to take advantage of previous experiences and learnings and we ask you to list relevant previous learnings and experiences and explain what has been done in order to incorporate them when planning the project. Attach evaluations of previous similar interventions, if any.

5. Planning Process

In this section we ask you to describe how the project was planned. Please tell who took the initiative and what actors have been engaged in the planning process.

In a human rights-based approach efforts are based on people's own perspective, in order for their living conditions to change in the long term. To ensure that the target groups are involved in identifying and analysing the problems that they face, participatory methods are recommended (e.g. workshops, focus groups, surveys, interviews, etc.) when planning the project.

6. Context and Problem Analysis

In this section you should explain the present situation that the project is seeking to change. A thorough problem analysis is key for a human rights-based approach. The context should be described, explaining the main factors contributing to the situation that the project aims to change. Please focus on the local context in which the project will be implemented.

A problem tree analysis may help illustrate the multiple dimensions of a problem and identify its root causes and the effects it has on different groups. Only when the root causes are understood, appropriate ways to address the problem can be identified.

Example of a Problem tree analysis

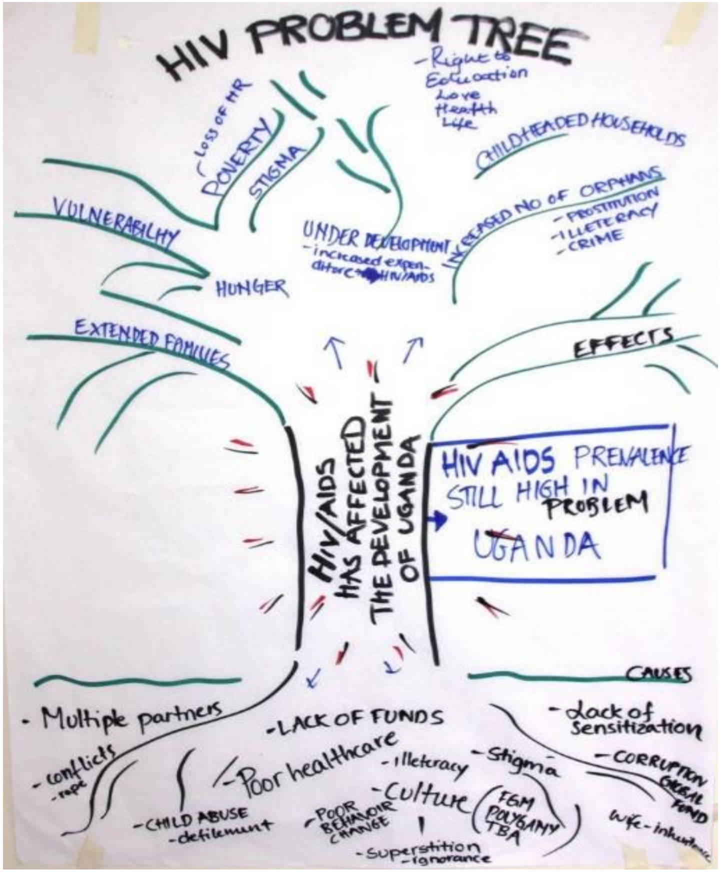
This exercise is suitable to do in groups (of four to six people). It is good to gather at an open space, indoors or outdoors. Flip charts and marker pens in different colors are useful. Start with drawing a dying tree on a flip chart, with roots and branches. The tree is affected by a problem and therefore has no leaves on its branches.

Write the problem identified on the trunk of the tree.

Effects: Thereafter start brainstorming on how people are affected by this problem, and write down the effects along the different branches of the tree. The following questions could guide the discussions: Are all groups affected? Who are the most affected? Are both men and women affected? If so, are they affected in the same way or differently?

To illustrate the findings of the discussions, different colors could be used to represent different groups. For example, if one effect only relates to men or boys, the branch could be in one color. Similarly for women or girls, it could be marked in another color.

Then review the effects again and identify if they are related to specific human rights. You should ask what rights the right-holders are lacking. Write the human rights next to the effects, for example the right to education, right to water, right to health, non-discrimination etc.



Example of a problem tree. Source: SMC publication "Five Steps to Successful Human Rights- Based programming", January 2015

Root causes: The next step is to reflect on what is causing the problem. The causes of the problems are written at the roots of the tree. The root causes could be economic, social, cultural, political etc. Keep on asking what "caused the cause" until you cannot come up with other causes.

It is good to start thinking about how the root causes could be prevented, since that is the only way to actually address the problem. Applying a human rights-based approach means not only addressing the effects of a problem, but to try to address its root causes as well.

When you have identified the problem(s) and root causes, you must break them down into factors that are within the scope of what the implementing organisation is able to do. Among them you must decide the specific problem(s) that the project will address.

Identify who the duty bearers are and how may they have an impact on the project.

In this section we also want you to reflect on how societal and/or armed conflicts or other tensions in your society affect the project? Also we want to know how you ensure that the implementation of the project minimises the negative and maximises the positive impact on any conflicts or tensions.

7. Actor Analysis

In this section you should describe right-holders, duty-bearers and other actors, people and groups who have an interest in the problem(s), or who may influence the project in a positive or negative way.

We also ask you to describe the people that the project targets in order to achieve the desired change. This can be the rights-holders and/or other people who are instrumental in bringing about the desired change.

The direct project participants, i.e. the people directly involved in the project should also be described in some detail. Enter the number of people involved directly and indirectly in the table, categorized according to gender and age.

8. Long term goal

In this section you should describe the long term and sustainable change that you hope to see as a result of the project. This is a vision that the project may contribute to. The Long term goal must be related to the problem. Considering the problems and root causes identified what is the change that you would want to achieve? How do you want the situation to change for the rights-holders?

Läkarmissionen wants our work to contribute to the 17 Sustainable Development Goals, therefore we ask if your organisation is familiar with the Sustainable Development Goals, SDGs. If you are we would like you to state if any are relevant for this project.

9. Project objective(s)

Läkarmissionen has adopted a results-based management approach, with the intention of shifting focus from the things projects do (activities and outputs) to the change that projects achieve (project objectives).

A Logical Framework is a tool used in results-based management to facilitate planning, monitoring and evaluation of projects. It is recognised and used in different forms used by many international development organisations. A **Logical Framework Approach, LFA**, is interpreted by Läkarmissionen using the following steps:

- Describing the situation and defining the problem (Template section 6 & 7)
- Defining a long term goal (Template section 8) and project objectives.
- Describing expected outcome, activities (Template section 10) and defining indicators.
- Describing how the results will be measured and the project evaluated (Template section 10)

It might be helpful to think of three questions: What is the change we want to achieve? How do we reach that change? And how do we measure that we have achieved it?

A Logical Framework Analysis is documented in a matrix to give an overview of the objectives, activities and resources of a project but also how the project will be monitored and documented. The tables in the Proposal Template are part of such a documentation.

Project objective(s)
Identifying the Project objective(s) is one of the most important elements in the logical framework. While the Long term goal is stated in general terms and impossible for a single project to achieve, the Project objective is a step on the way of achieving that goal. The Project objective should be within reach of the implementing organisation. Use the problem and actor analyses made in sections 6 and 7 as the basis for identifying relevant Project objectives. Keep it simple and avoid using to many Project objectives in a project. In case a project has multiple components it is advisable to use one Project objective per component. The achievement of the Project objective will be measured with indicators.

A Project objective should be SMART, i.e. it should be:

- expressed in observable, therefore measurable, terms. If it cannot be observed, it will not be possible to determine whether or not it has been accomplished. (**S**pecific, **M**easurable and **T**imely)
- non-trivial. It should be a factor that significantly contributes to the Long term Goal. (**R**elevant)
- realistic. An organisation should be ambitious but not promise more than it can deliver. (**A**chievable)

Indicators

Indicators help the organisation to define and measure progress towards the desired Project objectives. Our advice is to limit the number of indicators to one or two per Project objective in order to keep the framework clear and simple. Indicators can be qualitative (numerical values such as literacy rates, crop ratios or the number of men and women with university education) or quantitative (reflecting people's judgements, opinions and attitudes towards a given situation or subject). Look at each Project objective and ask: if the desired change is happening, what would we see? Indicators objectively verify whether progress is being made in achieving the Project objectives, and can be seen as early warning system for identifying problems in the project.

In order to find relevant indicators it can be helpful to first describe which outcome is necessary from the project activities in order to reach the Project objectives. An outcome is the result of a project activity. An activity must relate to at least one outcome to be considered relevant for the project.

Baseline

Most indicators are based on measuring change, and in order to measure change the initial situation must be known. This is called the Baseline. To obtain baseline data you can either use existing data from external sources (for example previous evaluations or government statistics) or you can collect data yourself before project activities start. The baseline value for each indicator must be established before project activities begin. As the project progresses, the change achieved will be measured against the baseline.

The **Data collection strategy** answers the questions:

- Where are the data sources for the indicators? (E.g. reports generated by the project or by external actors; national household surveys; observations during project-site visits; project participants and other stakeholders who can be interviewed; etc.)
- How are the data going to be collected? (E.g. content analysis of documents; focus groups; interviews; surveys; case studies; journals; etc.)
- When will the data be collected (monthly/quarterly/annually)?
- Who is going to collect the information?

Example Malaria Prevention Project

Project objective(s)	Indicator (expected outcome)	Baseline value	Data collection strategy (where, how, when and who?)
20 % reduction in the incidence of malaria among children aged 0<5 in Y-district between 2015 and 2020.	*A 5 % annual reduction of malaria cases among children aged 0<5 treated in Z-hospital*	*800 children aged 0<5 were treated for malaria in Z-hospital in 2014.*	**Where:** *Data is collected from the Ministry of Health office in Y-district* **How:** *Using the data recorded in MoH quarterly reports* **When:** *January and July each year* **Who:** *Project coordinator*

10. Activities, Monitoring and Evaluation

In this section you should list the different activities and how they are linked to the project objectives. For each activity indicate the number of participants, the location, when the activity will take place. The activities must be reflected in the project budget.

The outcome of the activities must be monitored and you should for each activity define how the outcome will be documented and what documentation is needed in order to follow-up and evaluate the activities and the project as a whole. If the intended outcome is not being achieved it may be necessary to change the planned activities and methodologies during the course of the project. Note that changes in plan and/or budget must be communicated and agreed with responsible project manager at Läkarmissionen.

In order to be relevant for the project all activities must relate to the desired outcome and to the Project objectives. Therefore we ask you to explain how the activities and working methods are strategic in order to reach the Project objectives.

In this section you should also describe how and when you will evaluate the project. When applying a human rights-based approach, people who are involved in the project are seen as participants in the project and have the right as well as the ability to participate in and shape their own development. Therefore we want you to describe how you will involve the target groups in monitoring and evaluation.

Läkarmissionen works with social care (including health), vocational training and education, self-sufficiency and humanitarian aid. For the project we wish you to state in what way the project or activities relates to one or more of these areas.

Example Malaria Prevention Project

		Monitoring						
Activities	**Related to project objective (s)**	**Participants**	**Location**	**Period**				**Documentation**
				Q1	**Q2**	**Q3**	**Q4**	
2 workshops with midwifes on the importance of protecting children from malaria.	*20 % reduction in the incidence of malaria among children aged 0<5 in Y-district between 2015 and 2020.*	*1 training consultant from University of Y, 2 trainers from the project staff, and 25 midwifes from health facilities in Y-district.*	*University of Y*		*X*	*X*		*List of participants* *Pre- and post-test at workshops*
Visits to 3 clinics in Y-district to reinforce the workshop message	*Se above*	*2 trainers from the project staff, 3 midwifes and 20 clinic employees*	*Clinics A, B, and C in Y-district*				*X*	*Minuets of meetings with all project staff discussing progress and challenges.*

11. Implementing Capacity

This section describes the capacity of the implementing organisation to carry out the project.

Having adequate staff with the right competence is key to successful project implementation. List the administrative and the field staff as well as their main tasks and the time that they will be working for the project. The information must of course correspond to the staff costs included in the Project budget. We also ask you to describe how the human resources will be assessed and how the resources will be shared with other projects within the organisation.

It is important to take advantage of previous experiences and to share experiences within the organisation for a successful work. Therefore we ask you to describe the organisation's previous experience with the project area, target group, and the type of project proposed and what procedures there are within the organisation for sharing experiences.

It is also important to have capacity and procedures for reporting, data collection and follow up at all levels starting from the participants to the project leader and we ask you to explain how this will be organised. You should also describe how you will follow up the reports produced and assure the accuracy of the information submitted to Läkarmissionen.

Example Malaria Prevention Project

Field staff				
Title/Position	**Number of staff**	**Function and tasks**	**Employed or Volunteer**	**Working hours**
Project leader	*1*	*Managing the day to day implementation of the project.*	*Employed*	*Full time Jan 2016-Dec 2018*
Trainer	*2*	*Train midwives and conduct follow up visits to clinics.*	*Employed*	*Full time Jan 2016-Dec 2018*
Training consultant	*1*	*Update the malaria prevention training materials and train the project trainers.*	*Employed on a short term consultancy contract*	*Part time Jan-April 2016*

12. Risk Management

In this section you should describe the risks related to the project and how you plan to manage those risks. With all projects, there are ways in which things can go wrong, stop or slow progress towards change. These range from external events like floods and wars to internal challenges like an important stakeholder refusing to cooperate or the resignation of a key staff member. Explain what could go wrong that would make it harder to finish the project and what can be done to address those risks. We wish you to consider both external and internal risks.

Example Malaria Prevention Project

Risk *What could go wrong and affect the project?*	**Probability** *What is the likelihood of it happening?*	**Consequence** *What is impact it would have on the project?*	**Mitigation strategy** *What can you do to reduce the chance this will happen or reduce the problems it will cause if it does happen?*
The MoH does not have enough human resources to engage with the project.	*Medium*	*High, because it would be difficult to access the clinics and midwives without the facilitation of the MoH.*	*Meet with the MoH at an early stage and provide clear information of the support required and the time line of the project.*
Mosquito nets will not be sufficient in the local market.	*Medium*	*High, because the use of mosquito nets is a key factor in reducing malaria related mortality among children and pregnant women.*	*Inform the local businesses that there will be a project and several billboard campaigns encouraging people to use mosquito nets, and they should therefore stock up on nets.*
Flooding of the project area	*High, because the area is prone to flooding.*	*High, because it will increase the prevalence of malaria.*	*Billboard campaigns will be carried out before the rainy season begins, so that people are as well prepared as possible.*

13. Sustainability

This section is about the lasting change that the project aims to achieve, after external funding ends and how you can ensure that project benefits continue. Please consider different factorssuch as financial, environmental, social etc.

Läkarmissionen wants our partnership to strengthen your organisations and your role in civil society through capacity building in planning, implementation and monitoring of projects and in working methods and practices. Therefore we ask how the project will strengthen your organisation.

Also describe how the project builds on and strengthens the capacity of the local community to manage its own development beyond the time span of the project?

Some projects are clearly limited in time and should have a phase out plan.

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