

Swedish Criteria for Programme and Project Support



October, 1972

To whom it may concern.

The enclosed memorandum is a summary, with relevant background information, of the criteria applied by Sweden for support to projects and programmes in the developing countries.

The memo is primarily intended for the development partners with whom Sweden actively co-operates and is distributed in the hope that the information it contains will facilitate this co-operation. In view of the desirability, often proclaimed, of closer international co-operation and co-ordination, the memo is also made available to other interested parties.

Further copies can be obtained from SIDA, 105 25 STOCKHOLM, Sweden, on request. SIDA will appreciate comments and suggestions as well as similar material from those engaged in development co-operation.

MEMORANDUM

October, 1972

SWEDISH CRITERIA FOR PROGRAMME AND PROJECT SUPPORT

BACKGROUND

The guiding principle of Swedish international development assistance is the recognition that planning, implementation, and evaluation of development programmes and projects are primarily the concern and responsibility of the developing country itself. Swedish assistance is country-oriented inasmuch as it proceeds from the needs, objectives and priorities of the recipient country. Swedish contributions are based on specific requests for development assistance submitted through the established official channel. Such requests should ideally be accompanied by descriptions in some detail of the programme or project for which Swedish support is requested. The description should preferably contain clear statements of main and subsidiary objectives as well as production targets for the various elements constituting the programme or project. As a rule, Swedish resources are contributed in the form of credits and grants comprising funds, goods, consultants and staff.

The volume and objectives of Swedish international development assistance are established by the Swedish Parliament and Government. Directives are given in the annual budgets and elaborated in various policy statements. On the basis of these directives, the Swedish International Development Authority, SIDA, prepares and implements the Swedish programme of development assistance. In its work, SIDA co-operates

with the Ministry for Foreign Affairs, to which it is administratively related.

For Sweden's principal development partners, SIDA's long-term planning of bilateral Swedish development co-operation takes the form of special assistance programmes, so-called country programmes, based on economic, social and political conditions in the individual countries as expressed in their development plans and other policy documents. (For other countries, SIDA's planning proceeds from existing motives in each case.)

The country programme is prepared in close collaboration between the recipient Government, SIDA, the Swedish Embassy and SIDA's local Development Assistance Office. Other bilateral and multilateral donors are consulted in order to co-ordinate the Swedish programme with those of other development partners. Regular Swedish planning missions are a normal feature in this process.

The choice of sectors to be supported is guided by priorities established by the developing country. Reference is also made to Sweden's own priorities and potentials for providing the required type of assistance.

Specific programmes and projects to be supported are selected within the framework of the country programme, which is reviewed periodically.

ADMINISTRATIVE PROCEDURE

Requests for development assistance are dealt with and assessed by SIDA. Final proposals for Swedish support to development programmes and projects shall be presented to the Director General, the Board of Directors of SIDA, and later, in applicable cases, to the Swedish Government for decision. The proposal takes the form of a memorandum, prepared by the

SIDA staff, describing the programme or project to be supported. A favourable decision requires that a number of criteria have been satisfied.

The following is a summary of the content of a support memorandum.

THE SECTOR

A brief description of the sector to which the programme/project belongs.

The importance of the sector in the country's economy and its priority in the national development plan. A brief description of subsectors and relations to other sectors. Relevant historical, political, economic and social information. Prevailing constraints and potentials for development.

The sector's place in the national administrative system. Responsible organisation and institutions. Relevant legislation. Administration at regional and local levels.

Infrastructural assets, shortcomings and needs. Manpower resources and planning. Existing and planned education. Proportion of expatriate staff at medium and top levels. Research situation.

Existence of pilot projects. Activities of other donors within the sector. Mechanism for local co-ordination of assistance.

Previous Swedish experience within the sector.

THE PROGRAMME OR PROJECT

PREVIOUS EXPERIENCE

Is the proposed project or programme a continuation of an activity in progress? If so, describe the extent to

which earlier plans have been implemented and the stated objectives achieved. Analyse the deviations between plan and reality.

For projects and programmes without a past history, examine what experience from similar activities is relevant to the planning.

NEEDS AND OBJECTIVES

Analysis of needs

What needs is the programme or project meant to satisfy? Are these needs discussed in the national development plan? In connection with manpower planning? Quote authoritative comments.

To what extent is the programme or project expected to satisfy the needs in question? Are further measures required now or later? Should this be investigated now?

Definition of objectives

Definition of objectives should clearly and concisely show what and how much is to be achieved for whom, where, when and how.

Degree of achievement should preferably be measurable, i. e. be expressible in figures. If this is not possible, observation of effects should make it possible to describe what has happened in relation to stated objectives, for example that more or less of something exists as a result of the change that has taken place.

Main objective

What is the main objective? What priority does it have in the national plan? What are the target groups? Age, income, education, occupation etc?

Subsidiary objectives

List the changes which are intended to achieve the main objective. The changes should if possible be expressed as subsidiary objectives with intended quantities and/or qualities defined.

DESIGN

Describe the programme or project with reference to the following.

Main activities (teacher training, primary education, construction of secondary schools, curriculum development etc).

Activities and production process to be organised and implemented in order to achieve stated production targets.

Time schedule. Relevant illustrations including network of activities.

APPRAISAL

Summarise the appraisal with regard to each of the following aspects:

Socio-economic aspects
Sector techniques in relevant field of activity
Communication of knowledge
Construction and engineering
Organisation and administration
Costs, timing, and financing
Legal aspects.

List the intended positive and potential, or unavoidable, negative effects with reference to stated objectives and the aspects appraised above, particularly the socio-economic aspects.

Examples of guiding questions:

Does the programme or project have direct effects (positive and/or negative) with regard to standard of living (food, clothing, housing etc)? For whom? When? Indirect effects?

Will the programme or project lead to increased government or private resources? Is there any indication of how they will be distributed?

Can the programme or project be expected to generate savings? Foreign exchange? For whom? When?

What negative effects will be caused and/or avoided if the programme or project is implemented?

Do the goods produced have a market value? How has this been taken into account in the socio-economic appraisal? Have the internal economic and financial returns been computed?

What are the expected effects on employment? On the environment? On population?

Is the programme or project a precondition for other programmes or projects with the same or similar main objectives? (Road projects and power projects are examples of such preconditions).

Will the programme or project contribute to knowledge, skills and attitudes favourable for continued development?

Do the expected positive effects outweigh the negative? Do the expected benefits justify the costs?

Appraisal is something done by a visiting SIDA mission appointed for the purpose. In such cases

the mission works in consultation with the recipient Government, the Swedish Embassy and SIDA's Development Assistance Office.

Before returning to Sweden, the mission gives a verbal report - in a meeting attended by interested parties - on its findings and tentative conclusions. On this occasion a written summary statement by the appraisal mission may be handed over to the Government departments concerned in order to facilitate further co-operation. Such a statement does not, however, in any way prejudice the views or decisions of SIDA or the Swedish Government.

ALTERNATIVES

What alternatives to achieve stated objectives have been considered but rejected? Why?

EVALUATION

How is progress towards the stated objectives to be followed?

Summarise the established plan for evaluation, both as regards periodic reports and special studies focusing on plan implementation.

Examples of guiding questions:

What are the objectives to be evaluated? What institution or experts will make the evaluation? During what period of time? What data must be collected before the evaluation can start?

Should special studies be carried out regarding potential negative effects? What studies? How? When?

Can the evaluation be co-ordinated with other studies within the same field of activity?



S- 105 25 Stockholm, Sweden

Tel. 08 - 24 56 00

