

Sida's Exchange Programme – Evaluation of its Pilot Phase 2002–2004

Peter Winai

**Department for Co-operation with
Non-Governmental Organisations,
Humanitarian Assistance and
Conflict Management**

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Sida Evaluation 05/02

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Sida Evaluation 05/02

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Summary

Sida's exchange programme has been tested during 2002–2004, in order to be evaluated at the end of the test period. The programme has been open to the so-called frame organisations, as well as the Swedish Association of Local Authorities (SALA IDA) and the National Board for Youth Affairs. Total allocations to the programme for the three-year period are close to 34 MSEK, of which SALA IDA has received 7.8 MSEK, the Youth Board 15 MSEK and the frame organisations 11 MSEK.

Overall objectives and expected results of the exchange

In a long-term perspective the exchange programme is expected to result in

- Democratic development through a strong civil society
- Mutual benefits and greater knowledge and understanding of the situation in the partner countries and in Sweden
- Living contacts and relations between civil society in Sweden and civil society in the partner countries.

The anticipated concrete results of the project are:

- An increase in contacts between Sweden and developing countries
- An increase in the interest and commitment of new organisations and groups in Swedish international development cooperation in addition to those that are active today.

Objective of evaluation

The objective of the evaluation has been to provide a basis for Sida to decide whether the exchange programme has achieved intended results and if the pilot phase should continue in a regular programme.

Scope and focus

The results have primarily been evaluated from the three corner-stones: 1) To give new groups in society the opportunity to participate; 2) To focus the group, association and organisation rather than the individual; and 3) To let reciprocity characterise the exchange. The results have been evaluated in relation to the over-all objectives and expected results as reiterated above and expressed in the Guidelines for Sida's Exchange Programme.

Some basic concepts in the evaluation are elaborated on in the evaluation report: Reciprocity, new groups and results, long- and short term. It is noted that:

- There is a structural imbalance in terms of resources and capacity from the start. Thus reciprocity has to be "taken from there". The assessment of reciprocity and equality is concentrated to the process from planning to follow-up, with the precondition that the parties are unequal.
- The criteria that new Swedish groups are exposed, is applied operationally according to the following: The group is new, if the context and environment of a developing country is new to a majority of the individuals in an exchange group.

- The long-term results are open to speculation. The better the participants consider the results of the exchange, the more likely the exchange will have a long-term impact. A discussion can be carried out as to the plausibility/likelihood that the programme contributes to objectives of democracy, benefits and contacts.

As for the short term results, the manifest results at exchange partner level – and for both partners – are highlighted, in order to strengthen the evaluation of the whole pilot programme.

The assignment has been carried out along the principles of qualitative method, using quantitative data.

Methods and data sources

The evaluation has been carried out in three steps:

- a) A survey of the present state of the arts with reference to the Guidelines; description of the corresponding programme and activities in Norway;
- b) Analysis of results in relation to established overall objectives and expected results and criteria for allocation of funds;
- c) Recommendations for the future.

Documents produced by the participating exchange administrators and exchange partners have been studied thematically. All exchange administrators have been interviewed. A “theoretical sample” of participants in the exchange – representing different dimensions of the programme – has been interviewed. Case studies have been carried out of six individual exchanges with partners in Bosnia-Herzegovina, Kosovo and Tanzania, and in-depth interviews have been made with two Swedish exchange partners.

Major findings

The programme has fulfilled its objectives to expose new Swedish groups and individuals to other cultures. The groups have been given the opportunity to put their own experiences in a new context, offering new perspectives. This is not an astonishing observation, but the high degree of satisfaction of the participants is still notable. Drawbacks are that the groups have not been pairs, and that the groups sometimes have been big, up to 10 persons on each side. It is also a fact that equality and reciprocity is difficult to achieve with the imbalance in terms of resources and capacity in general. Considering this fact, reciprocity is assessed to be good in the exchange processes.

Long-term impact is difficult if not impossible to verify, which is a drawback in the design of the programme. But the exchange will most likely have positive effects for the new Swedish groups that have taken part, in terms of future involvement in development co-operation and internationalisation.

The exchange has also had a positive short-term impact on the exchange partners. These are interested in future contacts. Typically, they have been aware of new opportunities and are looking for channels to realise these opportunities.

This increased demand for co-operation has to be handled. At worst the demands may shift to frustration and anger. Questions related to the new Policy for Global Development are raised, regarding responsibility.

Thus, in a long-term perspective, interest on both sides may contribute towards “democratic development, mutual benefits and greater knowledge and understanding, and in living contacts and relations between the two partner countries.” But nobody knows or will ever know. Strictly speaking, the impact may be the opposite, if not handled properly: Frustration, desolation and antagonism.

The exchange has no explicit poverty profile. However, in the programme as a whole, including the PEO part, poor countries are well represented.

Recommendations

There are a number of reasons to carry out international exchange, making it a powerful instrument in the Swedish development policy. However, this powerful instrument has to be handled with care, if expectations result in frustrations.

It is recommended that the exchange programme be continued, that its objectives be clarified and linked to development policies and that the monitoring of its applications be strengthened. The overall objective of contribution to the Policies on Global Development, Poverty and Civil Society should be recognized.

The objective should be to give new groups of individuals in Sweden and developing countries the opportunity of exchange and bridge building.

It is recommended that the exchange management processes be strengthened to harmonize with objectives at different levels.

The exchange management should be improved to further support the exchange partners in the initiation and the follow-up phases of the exchange. This should be primarily the responsibility of the exchange administrators, with support from Sida.

It is recommended that Sida’s role and responsibilities as monitor is spelt out.

Sida’s demands have to be directed towards the exchange management process and not the individual exchange processes.

In order to support the channelling of initiatives, Sida should investigate how an intermediate option can be developed as a linkage between the exchange and further cooperation.

It is recommended that the volume granted to the National Youth Board and SALA IDA be gradually increased and balanced between the two organisations, linked to the development of administrative capacity in the two organisations.

1. Introduction

Exposing Swedish groups and individuals to other countries, and encouraging them to place their own experience in relation to other international knowledge and perspectives will strengthen the exchange of experience between Sweden and developing countries¹. This is a basic assumption that forms a starting point for the exchange programme.

Through a three-year project, Sida's intention has been to give new groups in Swedish society the opportunity to discover developing countries, on the basis of equality and with the focus on exchanges of experience and reciprocity.

Sida's exchange programme has been tested during 2002–2004, in order to be evaluated at the end of the test period. The programme has been open to the so-called frame organisations, as well as the Swedish Association of Local Authorities (SALA IDA) and the National Board for Youth Affairs. Total allocations to the programme for the three-year period are close to 34 MSEK, of which SALA IDA has received 7.8 MSEK, the Youth Board 15 MSEK and the frame organisations 11 MSEK.

Overall objectives and expected results of the exchange

In a long-term perspective the exchange programme is expected to result in:

- Democratic development through a strong civil society.
- Mutual benefits and greater knowledge and understanding of the situation in the partner countries and in Sweden.
- Living contacts and relations between civil society in Sweden and civil society in the partner countries.

The anticipated concrete results of the project are:

- An increase in contacts between Sweden and developing countries.
- An increase in the interest and commitment of new organisations and groups in Swedish international development cooperation in addition to those that are active today.

Objective of the evaluation

The aim of the evaluation is to provide a basis for Sida to decide whether the exchange programme has achieved intended results and if the pilot phase should continue in a regular programme.

The administration of the programme within the framework of Sida's two appropriations should be kept apart in the analysis.

The results should primarily be evaluated from the three corner-stones: 1) To give new groups in society the opportunity to participate; 2) To focus the group, association and organisation rather than the individual; and 3) To let reciprocity characterise the exchange. The results should be evaluated in relation to the over-all objectives and expected results as reiterated above and expressed in the Guidelines for Sida's Exchange Programme.

¹ According to the DAC definition.

2. Method

The assignment has been carried out by Peter Winai, PhD, GOAB InterManage, within Sida's frame agreement with BDO Consulting Group, Stockholm.

2.1 Avenue

The assignment is described in detail in the enclosed terms of reference. Basically the evaluation has been carried out in three steps:

- a) A survey of the present state of the arts with reference to the Guidelines; description of the corresponding programme and activities in Norway;
- b) Analysis of results in relation to established overall objectives and expected results and criteria for allocation of funds;
- c) Recommendations for the future.

The assignment has been carried out along the principles of qualitative method, using quantitative data.

Relevant documents produced by the participating exchange administrators and a sample of exchange partners have been studied thematically. The reports have been sifted to let relevant data protrude in categories relevant to the exchange; these are categories referring to the process and results of the exchange including aspects as reciprocity, intended results and long-term effects.

All exchange administrators have been interviewed. Contacts have also been made with non-participating frame organisations. A "theoretical sample" of participants in the exchange – representing different dimensions of the programme – have been interviewed. Case studies have been carried out of six individual exchanges with partners in Bosnia-Herzegovina, Kosovo and Tanzania, and in-depth interviews have been made with two Swedish exchange partners.

2.2 Approach

Some basic concepts in the evaluation are commented on in the following. These concepts provide a direction but also restrictions in the carrying out of the programme. Most important is the main direction and objective to focus on Swedish groups, while simultaneously fulfilling conditions of reciprocity.

Reciprocity

The concept of reciprocity or mutuality is central in the programme. The concept of equality is also a precondition. New Swedish groups should be given an opportunity *on the basis of equality and with the focus on exchanges of experience and reciprocity*.

Obviously, the Swedish and partner groups are not equal in most senses of the word. Nor can an exchange take place in all respects. This must have been a restriction that Sida was aware of when the pilot programme was initiated.

From an evaluation point of view it is then necessary to have a closer look at which aspects of reciprocity that the programme should be based on, and then evaluated in relation to.

Looking at the aspects of reciprocity in terms of resources and capacity, it is obvious that resources are imbalanced between the parties. This is no news for any of the actors involved.

Without defining the different concepts more closely, there are obvious differences between the partners in the following respects:

- Institutional capacity of participating organisations.
- Access to funds.
- Capacity to deliver.
- Competence.
- Governance/stability in society and local community.

Thus, clearly, there is a *structural imbalance* between the partners already from the start. The concept of reciprocity cannot be applied in full. The attention then has to be turned from the structural conditions to the process of the exchange. It is clearly indicated that reciprocity is important in all phases of an exchange: From initiation to follow-up. Clearly the programme is designed in such a way that it is the Swedish partner who has to take a formal initiative in order to make an application for funds.

The process also implies – or at least it has been assumed – that although a report has to be written, it is the *Swedish party* who takes the responsibility for reporting. A manifest sign is the fact that most if not all reports are written in Swedish.

Thus, the programme is designed in such a way that *it cannot be reciprocal in all phases*. When looking at the implementation of the programme, evaluation of reciprocity is concentrated to the phases from planning to follow-up.

Opportunity for new Swedish groups

The exchange is intended to give new *Swedish* groups the opportunity to be exposed to developing countries (1 Introduction, section 1). Clearly the programme has an *ethnocentric focus* from the beginning. Secondly the exchange is intended to give *new* Swedish groups the opportunity etc. Simultaneously, there should be an *established relation* between the two groups (5.2 Criteria – Conditions, condition 3). This means that somebody has initiated a contact in order to involve other individuals. Normally, such an “agent” might take part to facilitate the exchange. Obviously there is a dilemma in the conditions, already from the start.

Long-term and short-term results

Long-term

The long-term objectives are problematic in at least two respects. The programme is expected to result in democratic development, mutual benefits and greater knowledge and understanding, and in living contacts and relations between the two partner countries.

One problem is of course the problem of verification. The words expected and result are both committing. The long-term objective could at best be described as a vision. From an evaluation point of view, it is of course absolutely impossible to verify if the programme will result in all these benefits. Thus the problem here is not the programme, but the formulation of long-term objectives. However, it is possible to make plausible that the programme in a long-term perspective may contribute to a strong civil society, together with other activities. This is where another evaluation problem interferes: the problem of inter-relations. It is impossible to verify to what extent this programme has contributed, in relation to other contributions.

Short-term

In what is probably intended to be a short-term perspective, the anticipated concrete results are increased contacts as well as interest and commitment of new Swedish actors. From an evaluation point of view, although the anticipated results may appear concrete enough, they are not specified in time, or in any other way. Obviously the programme itself results in new contacts. Also obviously, it is impossible to assess to which degree these contacts will be sustained, and in what time perspective.

Another aspect to be highlighted is the fact that the short-term objective is very clearly focused on the Swedish partner. It is the Swedish partner who should get an increased interest and commitment as a result of the programme. This is consistent with the intention to give new Swedish groups opportunities of exposure. However, the results for the South partner are not mentioned, in terms of interest and commitment.

Results at different levels

The programme is very clearly focused on the impact at the level of civil society. The objectives are tied to the level of Sida objectives.

It is useful to distinguish between levels of objective and result; Results at one level may contribute to results at another. Moreover, as the expected results as stipulated in the Guidelines are problematic in a number of respects, an avenue to analyse results is to look at the results at different levels. Three result levels are distinguished:

- a) The level of the Guidelines, i.e. the level of Sida as commissioner and financer
- b) The level of the exchange administrators; the administrators of the programme have their result criteria, which should harmonise with the Guidelines;
- c) The level of exchange partners; the formal objectives of those are spelt out in the applications.

From a Sida perspective, these levels together provide a hierarchy; the results at lower level contribute to the results at higher level. From the perspective of the exchange partner(s) there may be interesting objectives and results apart from those that contribute to the programme. These may even contradict the programme intentions. As an example, the exchange partners may share the objective to exchange knowledge, and also to build a common platform for further co-operation, including application for funds. The latter motive is not necessarily an intended result of the programme.

2.3 Conclusions for the evaluation

To summarise, the conclusions for the approach in this evaluation are:

1. There is a structural imbalance in terms of resources and capacity from the start. Thus reciprocity has to be “taken from there”. The assessment of reciprocity and equality is concentrated to the process from planning to follow-up, with the precondition that the parties are unequal.
2. The criteria that new Swedish groups are exposed, is applied operationally according to the following: The group is new, if the context and environment of a developing country is new to a majority of the individuals in an exchange group.
3. The long-term results are open to speculation. The better the participants consider the results of the exchange, the more likely the exchange will have a long-term impact. A discussion can be carried out as to the plausibility/likelihood that the programme contributes to objectives of democracy, benefits and contacts.

4. As for the short term results, the manifest results at exchange partner level – and for both partners – are highlighted, in order to strengthen the evaluation of the whole pilot programme.

3. The Exchange

In the following the general content of the exchange is described, in terms of participating organisations, gender, age distribution, countries/continents and Swedish regions participating. First the exchanges granted by SALA IDA and Swedish National Board for Youth Affairs are studied, then the other exchange administrators, i.e. the frame organisations (ramorganisationerna).

3.1 SALA IDA and Swedish National Board for Youth Affairs

Organisations and groups represented

Looking at the *granted* applications by SALA IDA (from April 2003 to April 2004), the profiles of the participating organisations are as follows:

A greater part refers to exchange in the educational sector, and a smaller part to professional exchange between municipalities.

Organisations	No of exchanges	No of pairs
Schools	7	21
Folk Development Colleges	5	34
Municipalities	5	14
Regional associations of local authorities	2	2
Total	19	71

Table 1: Organisations represented in SALA IDA exchange

Like SALA IDA; the Youth Board has granted a number of schools and municipality related organisations, but apart from SALA IDA there is also a substantial representation of associations/NGOs.

Organisations	No of exchanges	No of pairs
Schools	3	20
Folk Development & University Colleges,	2	12
Municipalities	1	14
Associations, NGOs(cultural, political, sports, religious)	15	94
Total	21	140

Table 2: Organisations represented in National Youth Board exchange

Looking at the different associations, 5 are culturally/ethnically oriented, 3 are UN clubs, 3 are sports/youth associations, 2 are political associations, and 2 are religious organisations.

Most of the exchanges are, although well specified in terms of objectives, general in character. They aim at the general exchange of ideas and methods. Some are however explicitly focusing on specific questions: e.g. gender, HIV/AIDS, local democracy, rescue work, environment and union issues.

Swedish regions represented

For SALA IDA granted exchanges are fairly well spread over Sweden, but with fewer participants in Middle Sweden, and none from Stockholm, of those admitted 04/2003–04/2004. 9 come from South Sweden, 4 from Middle Sweden and 8 from North Sweden².

Nat the National Youth Board: 7 exchanges come from South Sweden, 9 from Middle Sweden – of which 3 may classified as National, based in Stockholm – and 1 from North Sweden. Thus the Youth Board has a lot weaker representation from Northern Sweden.

Gender

The sexes are very evenly balanced in the exchanges granted by SALA IDA³. The figures from the National Youth Board have varied, with an overweight of women mainly observed during 2003. Of a total of 754 persons, 411 are women and 343 men, during the total period⁴.

Age distribution

The ages represented in the exchanges handled by the two administrators are as follows:

Age interval	18–25	26–35	36–45	46–55	56–65	Total
SALA IDA	3	25	29	33	16	106
Youth Board	208	62	19	16	3	308 ⁵

Table 3: Organisations represented in SALA IDA exchange

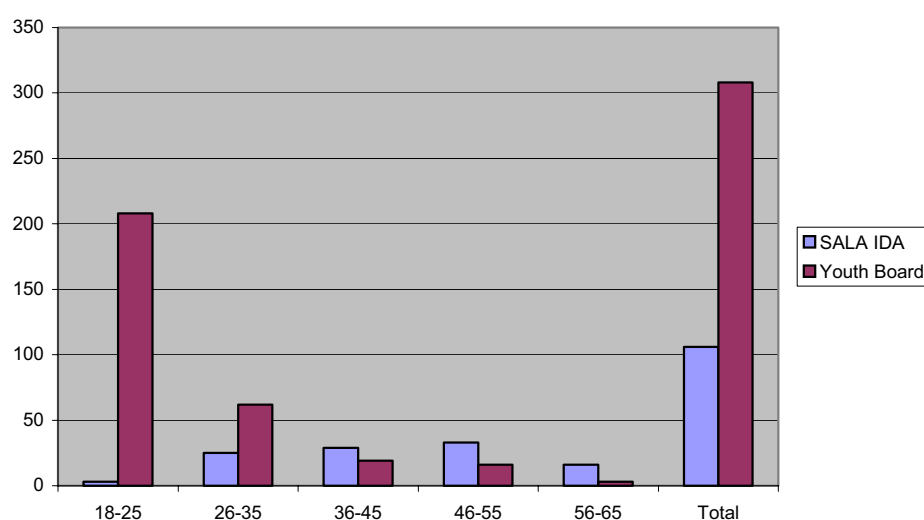


Diagram 1: Age groups represented in SALA IDA and National Youth Board exchange

Among the exchanges handled by SALA IDA, approximately half of the exchange partners are between 36 and 55 years. Only 3 persons are below 25 years of age. At the Youth Board, the centre of gravity is here in the group of 17–25, but it is worth noting that also senior persons do take part.

² South, Middle and North Sweden are here defined according to the classical partition of Sweden: in Götaland, Svealand and Norrland.

³ Of 106 persons 54 women and 52 men have taken part in 21 exchanges (granted by SALA IDA April 2003–April 2004)

⁴ The Youth Board reports the following figures for individual years: Women/men (2001–02), 158/156 (2003), 167/105, (2004) 86/82.

⁵ 2003–04; reported exchanges.

Exchange continents and countries

At SALA IDA Africa clearly dominates with 31 out of 49 approved exchanges. Western Balkan is the second biggest area with 8 exchanges, followed by Asia with 7 and Latin America with 3.

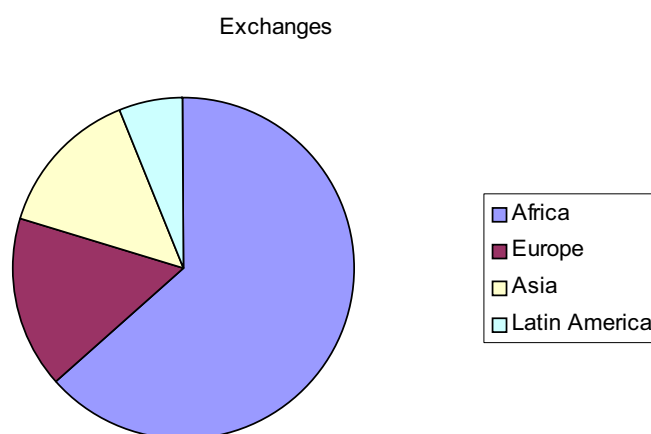


Diagram 2: SALA IDA administered exchanges by continents. 31 of 49 exchanges take place with African countries

Of individual countries, Tanzania and South Africa appear most frequently amongst the exchanges that have been carried out. Tanzania had 11 exchanges and South Africa 8 (until 19 April 2004). Other countries with more than three exchanges are Mongolia, Vietnam and Bosnia-Herzegovina.

Also at the National Youth Board Africa is the biggest continent in the exchange. Africa was represented by totally 30 exchanges, Latin America 17, Asia 8 and Europe 3 during 2003.

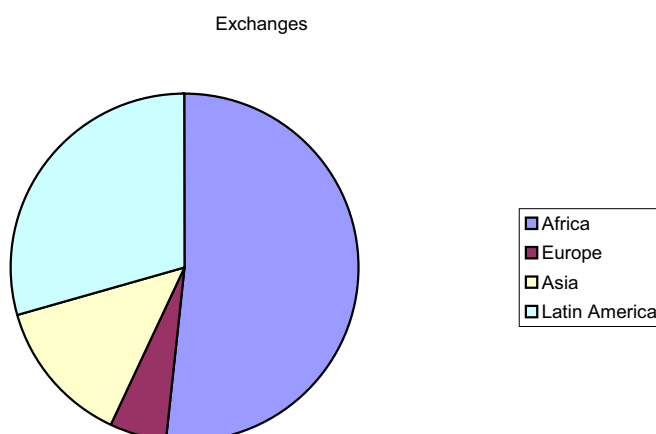


Diagram 3: National Youth Board administered exchanges by continents. 30 of 58 exchanges take place with African countries.

Bolivia is the dominating country, with 8 exchanges, followed by Tanzania with 5, South Africa with 3 and Nepal with 3 exchanges.

For both exchange administrators, exchanges with African countries thus dominate. A protruding difference is that Latin America is the second greatest continent for the Youth Board, whilst SALA IDA handles more exchanges with Western Balkan.

3.2 Other exchange administrators – frame organisations taking part in the programme

First it should be pointed out that the frame organisations take part within their frame agreements with Sida. Thus they have no separate agreement with Sida regarding the programme. The same Guidelines do apply, however.

Generally there is a great difference among the organisations as to the utilisation of the exchange programme. Those who have the greatest volume are Forum Syd, PMU Interlife and the Swedish Mission Council (SMC). The other frame organisations have only just started exchange or have abstained. Reasons for staying out of the programme are explained further below.

In the following the content of the exchange is described in the same terms as above, i.e. represented organisations, the gender and age profiles and the countries and continents represented.

Organisations and groups represented

Naturally, as the PMU Interlife and the SMC are among the big administrators, many of the exchanges also concern congregations and church related organisations, including schools and hospitals. In 2003 the Forum Syd exchanges cover different areas: The concern political, union or other group interests 6, cultural issues (5), professional cooperation (2), environment (1) and religious organisations (1).

Swedish regions represented

The total population of exchanges through the frame organisations is still too small to draw any conclusions. Southern Sweden (Småland) and Northern Sweden (Västerbotten) are well represented.

Gender

More women than men are represented in the exchanges channelled through Forum Syd (24/16) and SMC (14/4). PMU has got an even balance (61/61).

Age distribution

Most of the individuals with exchanges through Forum Syd are between 18 and 35 of age. At PMU there is also a tilt towards younger ages; 84 out of a total of 134 persons are between 18 and 30. SMC have a slightly more even distribution.⁶

Exchange continents and countries

As with SALA IDA and National Youth Board Africa generally dominates as a continent. In Africa the Southern African countries are the most represented, and of those Tanzania is at the top. However, Forum Syd paid more grants to Europe, i.e. 32% of the grants went to Macedonia in 2003. SMC paid more than half of its grants to China. The Swedish Cooperative Centre plans to grant 6 of its 10 exchanges to Latin America.

The individual exchange administrators taking part – some additional data

Forum Syd

The exchange programme is still under construction. Common principles for grants have to be worked out.

The organisations have now noted that the exchange programme exists. The position of Forum Syd is that the exchange should primarily be channelled within the framework of ongoing projects, when such exist. All granted exchanges do have connections with other types of contributions. The most interesting aspect for Forum Syd is whether there will be any continuation of the contacts that have been established.

⁶ (18–30) 14, (31–40) 10, (41–65) 8.

No of standard grants	Paid by FS	Granted by Sida
2002	28	28
2003	42	50
2004	50 (prognosis)	50

Table 4: Grants paid by Forum Syd

PMU Interlife

Generally, participants from Sweden are younger than those from the South (this is also a tendency among other organisations). However, a shift is now taking place towards older participants, representing new professional categories, often teachers.

There is a strong representation of Tanzania, being one of the most important co-operation partners of PMU.

No of standard grants	Paid by PMU	Granted by Sida
2002 (3 exchanges)	22	50
2003 (8 exchanges)	45	50
2004	(not determined)	80

Table 5: PMU Interlife – Grants paid

Women/men	Sweden	South	Total
2002	15/7	11/11	16/16
2003	27/18	18/27	45/45

Table 6: PMU Interlife – Distribution women/men

Age interval	18–30	31–40	41–65	65–	Total
2002 Swe/South	21/15	1/7			22/22
2003 Swe/South	24/24	5/10	16/11		45/45

Table 7: PMU Interlife – Age distribution

Country:	No of exchange pairs 2002	No of exchange pairs 2003
Tanzania	12	22
Ethiopia	10	5
India		12
Macedonia		6
Total	22	45

Table 8: PMU Interlife – Countries and continents

Save the Children

Save the Children have, when this report is written, carried out two exchanges – to Lebanon and South Africa – with in all 6 exchange pairs. An exchange with Afghanistan, with 2 exchange pairs is partly reported. 2 more exchanges with Afghanistan are being carried out during the latter half of 2004.

A total of 10 women and 6 men have taken part in the exchange.

The ages were distributed as follows:

Age interval	18–30	31–40	41–65	65–	Total
SC-S	4	2	9	1	16

Table 9: SC-S – Age distribution

Countries represented were Lebanon, Afghanistan and South Africa, one exchange group to each country.

Swedish Mission Council

No of standard grants	Paid by SMC/SMR	Granted by Sida
2002 (1 prep. exchange)	1 (preparatory)	10
2003 (3 exchange groups)	9	20
2004	8+	12

Table 10: Swedish Mission Council – Grants paid

Some of the exchanges overlap the years of 2003/04 but the overlaps balance each other. As can be seen the “delivery rate” – the proportion of actually paid grants has been rather low, but will possibly improve.

Asia dominated with 1 exchange and 11 pairs, followed by Africa with 1 exchange of 5 pairs and Latin America with 1 exchange of 2 pairs.

The proportion between the sexes in 2003 was 14 women and 4 men.

The age distribution was 14–10–8 in the intervals 18–30, 31–40 and 41–65.

Swedish Cooperative Centre (SCC), Kooperation Utan Gränser

SCC does not as yet have any exchanges to report. Preparations have however started and certain exchanges are underway.

SCC works actively to link member organisations in Sweden with partners in developing countries. Thus no advertisements are made; the partners are approached and encouraged to submit applications. It is noted that this approach may increase administration, but the system will be assessed after a trial period. The organisation plans to grant 26 exchange pairs and 3 preparatory exchanges during the years 2004–05 as follows

Country:	No of exchanges	No of exchange pairs
South Africa	1	4
Zimbabwe	1	2
Kenya	1	4
Uruguay	1	4
Guatemala	1	4
Costa Rica	1	2
Total	6	20

Table 11: SCC – Countries

When an application was sent to Sida, in October 2003, there was optimism as to the possibilities. However, the process has been slower than expected. A contributing reason is that decision-making has been decentralised to the regional offices.

LO-TCO Secretariat of International Trade Union Development Cooperation – LO-TCO Biståndsnämnd

The Secretariat has got its own policy for international exchange. Exchange administered by the Secretariat encompasses exclusively youth⁷. During 2003, two teams have taken part in exchange: 5 pairs have had exchange with the Philippines, and 3 pairs with India. Both exchanges are reported to have been very successful.

One reason mentioned for the – so far – low degree of participation is the difficulty to get more contributions from the trade associations. It may be a question of culture – the attitude towards this kind of exchange may be chilly. Another way of putting it is that the organisations want to maintain high quality in the activities, which implies costs for leaders, administrators etc. The unions would then have to contribute economically, which they decline to do. Also, established routines may not give room for this kind of activities. It is emphasised that these are speculations and that no evaluation has been carried out.

There is a contradiction in the fact that interest in the exchange is great at the start, but few applications actually reach the Head office. The possibility to let applications go directly to the LO-TCO Secretariat has been discussed.

SHIA

SHIA applied for 2 preparatory and 2 full exchanges for the year of 2003. This was the first year that the member organisations were offered the exchange option. However, only one preparatory exchange was carried out.

For 2004, SHIA has applied for 9 preparatory and 10 full exchanges. Two exchange applications have been granted.

The start has been slow for SHIA. The standard grant is considered somewhat inflexible and at the start the regulations appear more difficult than they actually are. Administration is not heavy, once the conditions are made clear. Marketing of the programme might have been more intensive, according to SHIA.

⁷ Ages 18–30 in LO and 18–35 in TCO associations.

The exchange is considered a fantastic option and an effective tool. Generally the benefits of youth grants are positive, but sometimes one-dimensional. The exchange provides more substance and new dimensions. Borders are rubbed out and relations get stronger when people get to know each other personally.

The exchange should be followed by options to continue co-operation in one form or another, not necessarily a big project.

3.3 The frame organisations not taking part – some reasons

Below, the reasons for the organisations not utilising the programme are presented. It should again be emphasised that the Frame organisations take part voluntarily, as an option; no separate agreement regulates the participation in the exchange programme.

UBV

UBV has only taken part marginally in the exchange, primarily due to that the exchange arrangements are time consuming, and that good contacts are necessary to provide the right conditions for exchange. The low level of exchange funds is also a limiting factor. UBV calls for increased levels.

However, it is noted that exchange could be an important part in influencing opinion and involvement at local level.

It could also be of importance for network building and involvement of organisations in the South.

UBV wishes that its personnel in the field and the organisations in the South get increased knowledge of opportunities of exchange; they should also be informed about the necessity of planning the exchanges.

Church of Sweden

The Church of Sweden has never used the exchange programme. A limited try was made in 2002, when an application for a few standard grants was made.

Reasons mentioned are the complicated organisation structure. If there is an interest for the exchange locally, other avenues may be simpler. Also, the Church has not been active in informing about the exchange option. However, the potential is recognized – the Church has got a rich network to various groups and the exchange could be an instrument to maintain and develop contacts. The exchange could contribute to competence development, both in Sweden and in the South.

Diakonia

Diakonia does not work with technical/personnel assistance and projects of traditional design. Exchange is financed through Sida information funds. Typically 10–15 Diakonia representatives may do a yearly international excursion of two to three weeks.

The regional offices also get a great number of international visits, taking a lot of energy and efforts but giving limited contribution.

Possibly, the instructions and the offering should be looked at more closely. There has never been an active discussion in Diakonia regarding this exchange opportunity.

An explanation to the low interest may also be that the need for exchange is not considered great.

Africa Groups

A requirement is that the exchange should be carried out between two equally strong parties, with the same involvement and planning on both sides. The partners have been too weak to fulfil that requirement. Exchange activities carried out – which have been highly esteemed – have virtually been planned by the Africa groups and been financed within the framework of projects. Another condition, that the exchange should be presented in the action plan, has not been possible to meet, as plans have not been formed as early as two years in advance.

The Olof Palme International Center

The exchange activities have not started, basically because the right groups have not been identified, and because the overwhelming part of the projects has got exchange within the framework. However, it is believed that this channel will be a valuable tool when the forms and procedures have been worked out.

3.4 Summary

The exchange programme has developed gradually for both SALA IDA and the National Youth Board. The volume has increased, first for the Youth Board and then also for SALA IDA:

When the exchange programme was launched, the idea was that the exchange opportunity should be open for – almost – all kinds of exchange to different countries. It can be concluded that the programme indeed covers many different organisations and professional areas. Schools are very well represented. This may be a problem, if the participants disperse when they have left their school. On the other hand there may be benefits, which will be commented on in a later section.

The programme also covers a great number of countries taking part with distribution over continents. Africa is heavily represented, which from a poverty reduction perspective generally looks favourable.

Different regions in Sweden are represented. Regions and areas, which may be underrepresented, are the metropolitan regions in South and West Sweden (Malmö and Göteborg) and the most Northern part of Sweden.

Gender balance is favourable, with roughly a fifty-fifty proportion over years. The balance has been achieved spontaneously, with little control from the exchange administrators.

Concerning ages, there is some “overweight” on the young side, which should not be interpreted as a problem. Referring to the objective this gives new groups early in their careers the opportunity of exposure to developing countries.

The other organisations, i.e. the Frame organisations are later starters, and some of them have not even joined yet. Organisations, which have established exchange as an option, are Forum Syd, PMU Interlife, Save the Children and Swedish Mission Council. The Swedish Co-operative Centre, the LO-TCO International Secretariat and SHIA have also started exchange at some scale.

Different explanations as to why some of the organisations do not take part range from giving other activities priority, to principal arguments regarding possibilities to fulfil the conditions in the guidelines:

- The administration of this programme comes on top of other involvements, giving little room for it (In terms of marketing, administration and supplementary funding).
- Other options are considered sufficient – this channel is not needed.
- It is not considered to be possible to achieve reciprocity between partners

- Requirements of quality assurance implies extra costs for the organisation taking part (e.g. leaders have to accompany young people, and these have to be funded by the organisation).
- The federal or decentralised structure of many of the frame organisations imply that initiatives get lost underway.

Some of these points are connected with the handling and management of exchange, which will be commented on in the next chapter.

4. Managing the exchange process

In the following, the handling of the exchange process by the exchange administrators is looked into: From marketing and applications to follow up and reporting.

4.1 SALA IDA and Swedish National Board for Youth Affairs

As described in the previous chapter, the both organisations have developed their procedure gradually, to match increasing demand; the National Youth Board being a little ahead of SALA IDA:

Marketing, application and selection procedure

Both organisations have gradually developed the application and selection procedure. The exchange is perceived as easily graspable and available e.g. on the web sites of the organisations.

Initially, the Youth Board had a couple of information meetings; now the information is almost exclusively provided on the web site. The exchange is also described in the Swedish information folder. SALA IDA also provides information on its web site, where application forms and instructions can be downloaded (like from the Youth Board).

Neither of the two organisations have any deadline for applications. The pros and cons of this arrangement are discussed and weighed by the two exchange administrators: An advantage is the flexibility – organisations and groups can apply at any time of the year. A disadvantage is that funds may be drained at the beginning of the year; i.e. those that apply late in the year have small chances.

The Youth Board applies “active management” of the applications, which means that they take part in active dialogue with the applicants. This of course, requires intensive input of resources at an early stage, but on the other hand fewer applications have to be turned down. The Board also offers a booklet about exchange, to the Swedish participants.

SALA IDA also takes part in dialogue with the applicants, although less active than the Youth Board. Very few applications are actually turned down when there is still money in the funds.

Both organisations also emphasise the flexibility and fairly easy administration of the applications. The greatest difficulty is the treatment of the condition “new groups” from “established organisations” (later in this report these conditions will be further discussed). It has happened that applications have been turned down because the groups have not been considered as new, since they have or have had the opportunity to go abroad as members in their organisations. I.e. the condition “new” individual is interpreted as somebody who has not any opportunity for exchange with his or her organisation. Both SALA IDA and the Youth Board have also been restrictive in admitting people who have been abroad before.

There is no active steering to achieve an even gender balance, since there is no perceived need to interfere. As reported above, both organisations have a fair balance, close to 50/50. (The Youth Board had one year of strong overbalance of women).

Both organisations have, in dialogue with Sida, sharpened the condition that participants should be 18 or above. Both also apply the rule that the number of exchanges should be between 2 and 10. Finally, they have become more restrictive in admitting schools to the programme.

Reporting

10% of the grant is withheld until a final report is submitted from the exchange groups, which should be within one year after the exchange has been carried out.

Naturally, the reports vary in quality, but generally they contain the data necessary for compiling the aggregated reports from the exchange administrators.

Generally it has been difficult for the organisations to summarise qualitative observations. A number of factors are of significance here:

- The exchange activities are new and are still finding their forms.
- There is uncertainty as to what should actually be reported and not. This uncertainty refers to both the exchange groups and the exchange administrators themselves.
- The exchange administrators do report their experiences, but with varying quality.
- The fact that the exchanges have taken place relatively recently, causes difficulties to draw far-reaching conclusions regarding effects of the exchange activities.

Notwithstanding, some observations made by SALA IDA are that the exchange activities fulfil the objectives set by Sida, sometimes even surpass them. The exchange partners generally also fulfil their own objectives, according to their reports.

In its Report of 2003, the Youth Board summarised information from the exchange partners. The Board observes that the positive effects of the exchange are easily seen in some of the projects, whereas in other cases the conclusion can be drawn that the participants lack understanding of the need for follow-up. In its instructions to the applicants, the Youth Board emphasises the need for good follow-up.

Follow-up

The exchange administrators themselves have so far not carried out more systematic follow-up activities. As the Youth Board remarks (Report 2003), tools are missing as to analyse how internationalisation has developed in the participating organisations.

At SALA IDA, it is felt that funds for follow-up are missing.

In response to this need, The Youth Board arranged a follow-up seminar in December 2003, with exchange participants 2002–2003. In the meeting, also representatives from SALA IDA, Forum Syd and Sida took part. A number of arguments for exchange were generated, which will be commented on in a later section.

Volume of grants

Over the years, from 201 to presently the total grants to the two organisations have increased from approx. SEK 3.8 million to SEK 6.5 million. The National Youth board has been allocated more than SALA IDA, in later years about 50% more than SALA IDA.

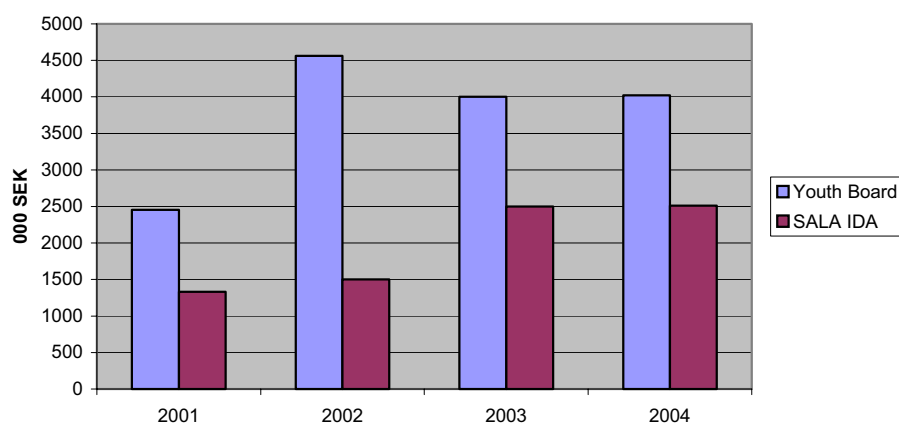


Diagram 4: Volume of grants to SALA IDA and National Youth Board

The difference reflects that the Youth Board has applied for more funds from Sida, but also that it has received more money from Sida. It could be interpreted as a sign of better administrative capacity greater implementation rate.

4.2 Other exchange administrators – the frame organisations

Much of what has been observed about the Youth Board and SALA IDA also applies to the other exchange administrators.

Generally their exchange management procedures are less developed, with some exceptions. This may to some extent be due to the fact that the other administrators have come on board later, but it may also reflect a lower degree of interest. All of the frame organisations have a far lower delivery rate than applied for. In 2003 they spent less than half of the funds granted by Sida.⁸

The Swedish Mission Council does not market the exchange opportunity very actively, but informs about the opportunity at seminars etc. A manual for all offerings and activities exists, also including this exchange.

PMU Interlife does market the exchange through its regional organisations. They have revised and adapted the Sida instructions to better fit its own organisation and movement, i.e. there is a manual available for applicants. No applications are turned down, since PMU actively works with the applicants, before the final application is sent in. This of course implies more work. It is estimated that one single application will generate 10 to 15 hours for the responsible officer.

As mentioned above, Forum Syd is of the opinion that exchange primarily should be connected to ongoing projects. The persons taking part have to be new in the context. Forum Syd encourages experienced leaders to accompany the group, but then they have to pay from other sources. A difficulty mentioned by Forum Syd is the requirement to mention names in the applications. This is commonly misunderstood as confirmation, whereas no decision has been taken yet. Thus names will not be specified at the first stage.

Generally, the organisations provide their reports from the exchange within the framework of their Annual Reports of their total activities to Sida. A common problem is that data presented are not standardised; the organisations use different entities in their reports; e.g. when reporting quantities of exchange and age distribution. Also there are difficulties in reporting the degree of internationalisation, as required in the guidelines.

⁸ Please refer to Appendix 3 for a more detailed picture.

4.3 Summary

The handling of the exchange has gradually improved. The National Youth Board has been leading in the improvement of the application procedure, with the development of application forms (Based on EU format), provision of a booklet and active management of applications. The Youth Board has also initiated some follow-up e.g. through a seminar together with other exchange administrators.

SALA IDA has also improved its exchange handling procedures, but is generally less active. The limited administrative capacity for e.g. follow-up is explained by lack of funds.

The reports from SALA IDA however, are generally of good quality.

Looking at the other organisations, there are clearly shortcomings in the exchange process, but also here there is gradual improvement. The greatest deficiency is shown in the annual reports, where required data are missing and the report format varies from organisation to organisation. A few organisations have developed its application procedures further; PMU Interlife stands out as a very positive example. The low rate of actual expenditure in relation to grants indicates that the organisations themselves have been over-optimistic regarding the interest for exchange amongst their members.

5. Case studies – looking more closely at some of the exchanges

A number of the exchanges have been looked at in more depth. As stated in the Terms of Reference, the cases were chosen from exchanges with Bosnia-Herzegovina, Kosovo and Tanzania. Out of the total number of exchanges, around 15 were sifted out and “desk-studied” more closely. A theoretical sample of 6 exchange cases was picked out for field studies, i.e. visits on the spot in the partner country. When planning the trips considerations regarding availability and logistics were also made. Of the 6 cases visited in the partner countries, 2 were also visited in Sweden, where interviews were carried out with the Swedish participants. Interviews have also been carried out with some of the other Swedish partners.

The six in depth cases, of which the two first were studied also in Sweden, are

1. Football federations in Kosovo and West Sweden
2. Folk development colleges in Tanzania and North Sweden
3. Art schools in Bosnia-Herzegovina and Middle Sweden
4. Groups of musicians in Bosnia-Herzegovina and Stockholm
5. UN clubs in Tanzania and South Sweden
6. Action groups against aids in Tanzania and Middle Sweden.

The two cases, which have been studied in both partner countries, are presented first.

5.1 Exchange with Kosovo – Football

The exchange between the two parties took place during autumn and winter 2003–04. Ten pairs from the two countries participated in the exchange: Football coaches, referees, instructors and leaders from the football associations and federations in both regions.

Start

It was a football coach in West Sweden who first came up with the idea to start an exchange. He came to Sweden as asylum applicant eleven years ago. During a visit to his old country he got in touch with local football federation representatives.

Preparatory exchange trips were carried out in March–June 2003.

Kosovo is a poor region, now governed by a UN representative. Unemployment amounts to 60% and 70% of its inhabitants are below 27 years. Thus many young people are exposed to poor conditions.

Objectives

The objectives of the exchange were

- To exchange thoughts, ideas and experiences concerning youth football;
- To exchange experiences regarding different training traditions;
- To increase understanding between youth and leaders regarding differences between the two regions;
- To create opportunities for more youth to play football, through development activities and training cooperation.

Activities

After preparatory visits, the exchange between the ten pairs started in October 2003 with a visit from Kosovo to West Sweden. In February 2004, the Swedish visit was carried out in Kosovo. Both visits were two weeks long.

The visit in Sweden consisted of basic training for football coaches, further education for referees, and information concerning tournaments and games, disciplinary work, appointment of referees and arrangements.

Before the Kosovo participants' departure for home, a joint evaluation was carried out in order to prepare the visit from the Swedish delegation to Kosovo, in the beginning of 2004.

The visit in Kosovo consisted *inter alia* of education and training of selected football coaches in Kosovo, demonstration training in five cities, basic education for referees, further education for elite referees, education regarding good football culture etc (possibly more).

An evaluation was also carried out at the end of this visit. The exchange partners all took part as trainers and resource persons.

Reciprocity

The planning of the exchange was carried out mutually, at organisation level. The Swedish partners carried a lot of the planning especially at the preparatory stages. The carrying out of the exchange was felt to be reciprocal, in terms of participation from both sides in exercise and training. Also, evaluations of the two trips were carried out jointly.

Results of the exchange

Objectives were definitely fulfilled to a high degree, as assessed by the participants on both sides. Ideas regarding youth football and training traditions were exchanged. Understanding of differences when it comes to working conditions for football has now increased. A manifest result is the fact that 15 trainers are now licensed at UEFA Basic Level. What remains to be seen is if new football playing opportunities will be created for Kosovo youth in a long-term perspective.

Long term effects – reflections by the Swedish partners

What next?

The Swedes committed themselves to investigate funding opportunities for future cooperation. There is some frustration. “Everything takes such a long time – we want to take care of spin off effects.

” The licensing of 15 trainers at UEFA Basic Level has been an attractive education and evokes appetite. Further education in organisation democracy and activities are also called for. The Swedish partners have made contact with Forum Syd and the PRONI programme to continue co-operation. Efforts are made to start cooperation between youth organisations in Kosovo and Balkan, in order to improve integration.

Generally there is an interest in bridging possibilities: “How can we go ahead now?”

Impressions that stay

Infrastructure is missing, both physical and social. Education opportunities are lacking. “Our methods are based on how we work at home. Their methods are old, authoritarian and they are unused to group work.”

Names are different for a certain phenomenon. “You have to understand how things work, put the concepts into context”.

Impressions and experiences concern more than methods, also different ways of thinking.

The importance of playing by the rules was manifested in a “Fair Play Day”, which gave great impact with debate and media coverage. Generally, the exchange was very well covered, especially in Kosovo media, but also in Swedish football and sports magazines, as well as regional newspapers.

Most important, however, is perceived to be the meeting of individuals.

Things to recount

It is important to be flexible; things are not always well planned in the partner country.

It is also important not to be afraid of the unknown.

The Swedes felt that they had to manage and arrange a lot, because of the lack of planning on the other side.

They also created plans gradually, and a group of trainers was formed step by step with Swedish support.

Communication has to be direct with the individual participants. Information is not shared.

5.2 Exchange with Tanzania – Folk Development Colleges

Intense co-operation from planning stage

Start

The cooperation started when the Swedish FDC was recommended to get in touch with the Tanzania FDC, as a possible co-operation partner. THE Tanzanian FDC was a newly established school, with the explicit objective to give its young population skills and knowledge to become self-reliant, and involved in local governance and democratisation. The Swedish FDC, for which democracy and solidarity are keywords, wanted to develop its international profile.

The similarities between the two communities were observed. Both are located at the highway between larger cities and tourist attractions; both are a bit back-stage with difficulties to attract business and tourism. Both also have colourful ethnical groups with nomadic traditions (Masai and Laponian).

A local Karibu club was formed at the Swedish folkhögskola and the school was informed, partly by coincidence, about the possibility to apply for support to finance exchange with the FDC in Tanzania. Communication with the school started and resulted in an invitation to teachers and students from Tanzania to visit Northern Sweden.

Objectives

The exchange aimed at increased communication between not only the two schools but also the local communities in the two countries. A common objective was to form an action plan to initiate a long-term development project. Themes were mutual education activities in the areas of democracy, health, handicraft, small-scale enterprise, vision pedagogic and gender issues.

Activities

Ten pairs, consisting of five teachers and five students from both countries were formed. Tanzania was visited first, during two weeks in October 2003, and Sweden was the visited in April/May 2004, also during two weeks.

Ingredients in the Swedish visit to Tanzania were participation in daily activities and courses, study of income generating projects, visits to churches and women clubs in the municipality and also visits to places of interest like a Masai village, the Ngorongoro crater etc.

Reciprocity

The preparation visits helped to create reciprocity. The two teacher groups planned the programmes jointly, and the students also participated to some extent in the planning. The Tanzanian visit to Sweden was fully planned and left little room for own activities, which the programme in Tanzania did. Practical arrangements made the participants stay close to each other, but the groups were not formed as pairs.

Results of the exchange

Both parties feel that the exchange fulfilled its objectives. Communication is being established between the two local communities. Activities in both FDC:s telling about the cooperation, have been carried out. A common action plan for continued cooperation is being formed. The Swedish community is planning to apply for support to a larger exchange programme.

Long term effects – reflection by the Swedish partners

What next?

The Karibu association continues its activities, and the cooperation is widened to the municipalities in the two countries.

Continuity is important for several reasons; financially, other resources and also indirect impact through attention from the environment.

It is also important that new knowledge be transmitted before it gets lost.

Impressions that stay

A Tanzania Day was arranged at the Swedish school, which has had impact in the local community.

In Tanzania, the spectacular effects of the exchange have been important. If it can be shown that there is an exchange going on, it will attract attention and support by the administration.

Generally, the Swedes were impressed by the ability to organise much with limited resources and a positive approach.

The personal meeting was felt to be most important: overcoming fright and prejudices. The Tanzanian participants had said that they were very impressed when they were not met by any racism.

The Swedish students (and the Tanzanian) emphasised the value of learning from each other.

Things to recount

Allow for time. It takes time to arrange things and communicate.

Contact persons and agent for practical arrangements are very important. Transfer of money and travel arrangements would have been far more difficult to carry out without a travel agent in Arusha who gave active and ideal support.

Difficulties to get Swedish visas were reported in this and the other Tanzanian exchanges. It is a cumbersome exercise to travel to Dar es Salaam, with perhaps two nights stay – and it costs much for the individuals concerned.

5.3 Exchange with Bosnia-Herzegovina – Arts

The exchange took place in 2004 so the report has not been submitted as yet. The two parties were both schools of art; the Swedish school being an art oriented secondary school and the Sarajevo counterpart a school of applied arts.

Start

A teacher with Bosnian background, who found a counter part through the Internet, initiated the exchange from the Swedish side.

The two interchanged ideas, which gradually developed into plans for exchange. They applied for and received grants to carry out mutual preparatory visits in 2003.

In the exchange ten pairs took part.

Objectives

The immediate objective was to let the students expose themselves in jointly produced art exhibitions. An ambition emphasised was to create a long-term cooperation and mutual exchange. Increased knowledge and intercultural competence was hoped to decrease xenophobia.

Activities

In this exchange, both sides focused on learning techniques from each other. They planned, created and carried out exhibitions in both countries.

Reciprocity

Reciprocity was high at the preparatory stage. The main part of the participants were involved in mutual preparations, but preparations were made on “each side”. The participants were not inter-linked in pairs, but rather mingling as whole groups. They did not live in each other homes, but were lodged in nearby school buildings. There was a bad feeling of “something like guilt” on the Bosnian side, because of the fact that so much of the resources came from Sida and the Swedish side.

However, it was generally easy to connect, to exchange ideas about methods etc, and the ages of the participants were similar.

Results of the exchange

As the final report remains to be submitted, the assessment of the results so far is based on interviews with the Bosnian participants, teachers and students and on documents, including the report from the preparations.

“The exchange was not only successful, but really valuable” as one teacher put it, seconded by the others. Particularly, the participants exchanged knowledge in techniques.

Long term effects

The parties are still in touch with each other, with varying intensity, but not systematically.

Both teachers and students express an interest to continue cooperation. The teachers talk about deeper involvement, possibly with a third party country.

5.4 Exchange with Bosnia-Herzegovina – Musicians

Start

The Sarajevo partner was the Academy of Music, and the Swedish partner was an independent group of musicians, working through Themework Productions.

During the war, cultural institutions, including those for musical education, had been seriously damaged.

Cooperation was already taking place between the Royal College of Music in Stockholm and the Music Academy of Sarajevo. Notably, this cooperation encompassed other exchange and served as a platform for the ideas of exchange through the new channel.

The exchange was carried out in 2003. Participants were young musicians and artists of both sexes.

Objectives

An immediate objective was to rehearse and perform the musical “Ingenmansland” both in Bosnia-Herzegovina and in Sweden. A specific objective was also to create a list of participants with contact addresses and phone numbers

A more long-term objective was contribute to increased understanding and care for peace and reconciliation through the exchange. The chauvinist forces that were driving in the war still exist and the risk of new conflict is great.

Activities

Planning started on the Swedish side, with the specific objective to launch performances of Ingenmansland. This musical... There was no preparatory phase,

The musical was performed in the two countries. The exchange also contained study visits, seminars and discussions regarding peace and reconciliation.

Reciprocity

At high level, between the leaders of the exchange there was great reciprocity. Between the participating students, reciprocity was high during the carrying out of the exchange, i.e. basically the production of the musical. Individuals from both countries took part in the performances on both sides.

However, reciprocity at participant level was low at the preparatory stage and also at the follow-up/evaluation stage. It should be noted that the participants did not take part as “pairs” – this was more of a formal construction.

Results of the exchange

Basically, the objectives of the exchange were fulfilled. The Bosnian participants express great satisfaction. However, the specific objective to create a contact list of participants remains to be realized.

The exchange did have an impact on the environment in Bosnia-Herzegovina; it created attention in media and among local decision makers.

Long term effects

The exchange gave hope on the Sarajevo side; the participants could see the possibilities. It opened a window of possibilities, at least in the minds. At the same time it created frustration. There seems to be few practical opportunities for several of the participants to actually realize dreams of further education.

5.5 Exchange with Tanzania – UN Clubs

The start

The idea of carrying out exchange with other UN clubs took form in Tanzania, when a Swedish UN volunteer was working there. Together with her counterparts, she shared the vision of developing contacts with groups in other countries. The opportunity to apply for exchange funds was observed and a preparatory exchange took place in May 2003 between the two clubs in Tanzania and Sweden.

The exchange was carried out in October–November the same year.

The objectives

The objectives were expressed as:

- Creating live and near contacts at individual and group level,
- Acquiring more knowledge about cultures and societies on both sides,
- Deepening and developing the common interest for dance,
- Developing an interest and will to work for a democratic society,
- Promoting active UN clubs in both countries and
- Inspiring others by documenting the contacts with movies etc.

The activities

Eight girls from both sides took part in the exchange. It was already from the start decided that the participants would live with each other in their families, except for the Swedish leaders. Preparations included extensive briefing with the families on both sides. The exchange started with the Tanzanian girls visiting Sweden. This order was based on the belief that their adaption after all would be less difficult than the opposite. It meant that the Swedish girls already knew their partners and had been briefed when they came to Tanzania.

The activities included a number of cultural activities and visits. In Sweden a concert, with traditional dance and cooking was offered, In Tanzania a concert was also performed, to which the Swedish ambassador was invited.

Reciprocity

At the idea and planning stage the leaders on both sides were involved, gradually including the participants in the planning.

The activities were carried out jointly. An important feature is the fact that the girls actually lived with each others' families.

All participants took part in follow-up, in terms of responding to a questionnaire at different stages and a diary, which was added to continuously.

Results of the exchange

The results at the level of the participating organisations appear to be very satisfying. Basically, the objectives stated were well fulfilled. The participants communicate – through documents like diaries and through interviews – that they have learnt a lot and got a broader understanding of other people and cultures. The Tanzanian girls specifically mention that they have been positively encouraged to take on new objectives as further studies etc.

Long term effects

The participants in the exchange are still in touch with each other and their leaders have regular contact. The UN Club in Dar es Salaam now works to train more people than the exchange participants, in order to inspire other youth in the same way.

Media attention has been great on both sides, and may well have had positive impact in the local communities.

5.6 Exchange with Tanzania – Action against aids

Start

A secondary school in middle Sweden has since long worked actively with international issues. Through the engagement in Safina, being a small development oriented NGO, the staff and students at the school have channelled their involvement into action. The main project of Safina is in an area near Lake Victoria, where the counterpart, also a secondary school is situated. The teachers and students at that school wanted co-operation with the Swedish school. Through Safina the exchange was initiated.

Objectives

The objectives were focused on issues of democracy, equity and HIV/AIDS. Specifically objectives were:

- To evoke an interest for solidarity work
- To evoke a curiosity for the conditions that other people live under
- To increase understanding for the importance of equity between the sexes
- To increase knowledge in the struggle against HIV/AIDS

Activities

The students at the Swedish school were chosen on the basis of their international involvement. Two were students from the second lass form (Åk2) and three students from the last form (Åk3), all girls. The Tanzanian students were picked on basis of school performance, general behaviour and health. Three boys, two girls, the principal and the only female teacher visited Sweden.

The exchange took place during two plus two weeks in 2002. The Tanzanian partners came to Sweden first, in February/March, and the Swedes visited Tanzania in May. The students took part in each other's classes and also in the daily life. The Tanzanian participants staid in families (not necessarily those of the partners) and the Swedish students stayed at a guesthouse close to the school.

Results of the exchange

Since students and teachers from both schools have visited each other, and for themselves been able to see the results of solidarity work, motivation and interest for development and co-operation has increased.

Curiosity as to how other people live has been evoked. The thoughts regarding differences in equipment used, educational approaches and ways of living have been affected.

The appreciation of the importance of gender equity has been positively influenced. This part of the experience appears to have had the greatest impact (see below).

The exchange partners all took part in the Action Against Aids programme in Missungwe. This has provided ground for further cooperation between school and AAA teams.

Certain language problems were encountered, and it was confirmed that there are both pros and cons when involving last-year students in the exchange.

Long term effects

The headmaster at the Secondary School and his counterpart in Sweden are in regular contact. Also some of the teachers still have some contacts.

Contacts between the students are however sparse, a few of the students exchange letters.

From the Tanzanian School perspective, the students are still impressed by how the HIV was treated as a serious issue, also in Sweden. They are also impressed by how Swedish young people, according to them, take greater care in sexual relations.

The fact that employment and work at home are more equally distributed in Sweden has been imprinted in their minds.

Other students at the school are eager to hear more about Sweden from the students that took part in the exchange. The possibility of being chosen to take part, served as a motivator for the students, and there is a demand for a similar motivator now.

Teachers are inspired by the educational methods applied by Swedish teachers. They have been inspired by the exchange to work more closely with current problems of environment and health, and also to link the education to local resources.

Thus some medium term effects can be noted, in terms of changed attitudes, specifically regarding HIV/AIDS and also regarding the development of training methods. Long term effects are however fragile, related to the turnover of student and teachers.

5.7 Summary of findings from case studies

Results and effects at participant level

The exchanges were normally carried out with operational objectives fulfilled. I.e. targets like carrying out joint exhibitions; performances, training etc. were well met.

Apart from the intended results, the exchanges have contributed in boosting the local institutions taking part; this refers to both partners. When local or national politicians come to the organisation and see that people from another country are present, it may well reflect positively on financial allocations.

Also more long-term objectives, like better mutual understanding, appear to have been met to a high degree. When asked about the most important impressions that stayed in the mind, typical statements of the participants were:

- That she or he had got new and broadened perspectives, and
- That the meeting with individuals in a greater context was the most important impression to remain.

In many cases, the participants are still in touch with each other. In other cases they are definitely not; then partly an explanation is that they have moved from the organisation, like students who have left the school. But also technical reasons play a role. Access to Internet is crucial.

In addition, follow-up activities by those responsible for the exchange or other heads, e.g. a principal, are important for continued contacts. In a school former students may e.g. be asked to take part in activities like a “Tanzania Day” and then contribute to further contacts. It is in this respect that a school actually may contribute with institutional continuity, although individual contacts may weaken because students leave the school.

Impacts in different dimensions

A typical exchange includes curiosity; gaining of knowledge, further interest – “this may concern me”, gradually more involvement and a desire to act.

In the reports as well as the individual interviews with the exchange partners, these aspects are all mentioned. A similar observation is made in a report from PMU Interlife⁹, which describes gradually increased involvement, but also negative reactions underway:

“...the process from astonishment and surprise over the new experiences, via indignation, to a mutual understanding of each other’s situation.”

Also there are impacts on several levels: Individual, organisational and societal. Some of them coincide with the observations regarding the impacts of exchange, made at a joint seminar¹⁰ arranged by the National Youth Board:

Exchange

- Means change of life
- Contributes to getting to know oneself.
- Counteracts xenophobia
- Contributes to creating of local networks

⁹ PMU Interlife Annual Report to Sida 2003.

¹⁰ Follow-up seminar at the National Youth Board in December 2003 with representatives of 13 exchanges and SALA IDA, Sida and Forum Syd. The points have been somewhat edited here.

- Is important for rural development in both countries
- Nourishes involvement in two countries
- Creates understanding for Swedish development policy.

This process may be repeated, i.e. through more knowledge, more interest and more involvement.

Interesting effects are then both the better understanding of the counterpart and the better knowledge of methods and tools for own use.

Apart from the process of gradually increased involvement, the development of networks involves one or more of these dimensions: Benefit, ideals and affection.

A bridge can illustrate the process. The bridge may well be constructed by knowledge, but will be stronger when other dimensions are added. This line of thought will be elaborated on in section 9.3.

Fulfilment of criteria at programme level

Did the initiatives fulfil criteria stated in the instructions?

A formulated aim?

Generally, the groups did have a formulated aim and objectives related to general objectives of the exchange programme. Many of the exchanges also stressed involvement of new individuals and groups in democratisation and understanding. The objectives were rather openly phrased, which is not necessarily a negative remark (see also the observation below under “Clear question”).

New groups?

In all cases the individuals have been new in the exchange. They have not had any experience from developing countries before. The groups can also be classified as new in a development cooperation context. The individuals that have initiated the exchange are sometimes experienced in the development cooperation, but they have been important as initiators and agents of exchange.

Established relations?

This question is one of the trickiest to answer. In some cases the groups themselves have not had established relations, but they have taken advantage of other groups with established relations. This has not been a disadvantage to the exchanges.

Reciprocity?

Reciprocity has been most protruding in the implementation of the exchange. In at least one of the cases the reciprocity has been clearly present in all phases (the UN Clubs), but a more common picture is that the reciprocity between the actual participants is somewhat weak in the planning phase and sometimes also in the follow-up/evaluation phase. Typically, leaders and persons with higher rank (formal or informal) take the initiative and dominate planning. However, persons from both countries have always taken part in the planning.

Connection between groups or shared profile?

The participants have in all cases been groups with shared interests, professionally or in terms of other interests. They shared a common context like dance, athletics, arts, music or football and also an interest in internationalisation.

Representative of the group?

The criterion of being representative was fulfilled in all cases. In practice this meant participation of young girls becoming involved in the UN club activities or male football trainers, i.e. the group were representative of the group in question but not necessarily of the greater population involved.

A clear question as a basis?

The exchanges were not always based on clear questions or a specific problem. Rather the typical objective was to get new experiences in a professional or interest area and contacts to be developed further, like “Developing international contacts in the area of X”.

A financial plan produced?

Financial plans were produced, and this condition has been paid attention to by the exchange administrators.

A programme for both visits was presented?

In all cases, a programme was presented; most of the exchanges impress.

Time for joint follow up and reporting?

Time has generally been allocated for joint follow-up and evaluation. In most cases but one, the follow-up was carried out systematically.

Reports of the exchanges – where the exchange took place more than a year ago – have been sent in within the required time limits.

Finally at least half of the cases are satisfying in almost all respects, and even as good patterns to be inspired by. One of them – the UN is outstanding, characterised by:

- Tight co-operation in pairs.
- Clearly expressed objectives.
- Reciprocity at all stages.
- Systematic preparations, arrangements and follow-up.
- Focus on poverty.

The exchange appears to have contributed to general goals and expected results of the exchange programme.

The participants have been and are trained to work for a democratic society, through their participation in civil society;

They have got mutual benefits and increased knowledge and understanding for each others’ context,

They contribute to active contact between the two countries.

And the poverty perspective is definitely present.

6. Exchange programme in Norway – the Peace Corps

The Norwegian Peace Corps, in its new shape, started its activities in 2000. The Peace Corps, or Fredskorpset, is a governmental authority, alongside with NORAD, receiving its appropriations via a separate chapter of the state budget. The new Peace Corps works to support exchange between partners in Norway and developing countries. Thus the thrust is put on the cooperation between two administrators.

6.1 Mission

Formally, Fredskorpset shall help to implement the overarching objectives for Norway's cooperation with the developing countries: To contribute to permanent improvements in economic, social and political conditions for the people of developing countries. Special emphasis is put on aid to the benefit for the poorest of the poor. To this end, Fredskorpset shall work particularly to realise the objective of a more just world order, based on fundamental human rights. Fredskorpset shall contribute to the creation of contact and cooperation between individuals, organisations and institutions in Norway and in the developing countries. The contacts shall be based on solidarity, equality and reciprocity. The funds of Fredskorpset shall go to measures directed to countries that are classified by the OECD as potential recipients of official development aid (the ODA countries). Of this, at least half shall go to measures that include the Least Developed Countries (LDCs).

To the formal objectives, there is also an implicit moral dimension: The support for development cooperation is not very strong in Norway. Increased communication and exchange with developing countries may also contribute to integration in the Norwegian society.

6.2 Tasks

As part of its objectives Fredskorpset shall:

- Promote reciprocal learning;
- Help participants to integrate their know-how and experience into their own societies;
- Help to develop and strengthen civil society in developing countries;
- Strengthen local organisation and democratic structures in developing countries;
- Enhance the ability of the people to set and achieve their own development goals;
- Promote greater participation by developing countries in international cooperation.

To perform these tasks Fredskorpset shall support organisations and institutions in Norway and in developing countries (partners) that collaborate through their own personnel (participants).

6.3 Managing activities

Initially initiatives were permitted to emanate both from North and South. This resulted in an overflow of requests, with people lining up in the Fredskorpset office. This was beyond the capacity of the organisation and the format was changed. The contacts now have to build on a Norwegian initiative; thus the real partnership will take place in the implementation of the exchange. However, in order to give both partners equal opportunities, joint feasibility studies are carried out in almost all cases.

Fredskorpset requires an agreement between the two partners. Then the agency signs an agreement with the Norwegian partner. This arrangement has been made to facilitate administration and relieve Fredskorpset from accountability in the exchange itself.

The two partners make the reporting jointly. The approach is to not merely have it archived, but endorsed after assessment by Fredskorpset.

The strength of the programme is meant to be the partner concept, allowing for relatively great volume, with fairly limited central administration. However, Fredskorpset plays an active role as facilitator, mentor and monitor.

To fulfil its objectives Fredskorpset shall organise the recruitment and training of participants as well as various forms of collaboration among a diverse group of private and public organisations and institutions.

It should be noted that all groups and sectors in society are represented: Business, governmental sector, municipalities, NGOs, churches etc. and not only the development cooperation community. It is acknowledged that the business community have other options. However, with the networks available, the design of the exchanges can be streamlined. When business partnerships are involved, NORAD is informed in order to prevent duplication of support.

The participation of business life has also a point: Norwegian business sector is described as conservative and not very international. There is a lot to be learnt through exposure to other cultures. Also there is a degree of mutual hostility between business and NGO; both parties may benefit from new perspectives.

The organisation by Fredskorpset of recruitment and training, as well as cooperation between groups is carried out:

- In the developing countries, between Norwegian organisations and institutions and organisations and institutions in the developing countries, as well as between organisations and institutions in the developing countries which have established co-operation with Norwegian organisations and institutions (South-South co-operation),
- In Norway, between Norwegian organisations and institutions and organisations and institutions in the developing countries.

In the programme a great range of countries is taking part, but twenty countries account for 80% of the contacts. The emphasis is on Southern Africa, specifically South Africa and Tanzania, some countries in Asia and Latin America have also great representation e.g. Sri Lanka and India, and Guatemala and Brazil.

Fredskorpset shall assist its collaborating partners in exchanging experience, guidance, quality assurance and development in connection with such collaboration. To this end, Fredskorpset arranges courses, supports networks and carries out information activities. Gradually more of the programme is built on network administration, which requires quite some staff resources.

An important feature is the attitude that the exchange is not the end – perhaps the end of a beginning. Thus, Fredskorpset offers the opportunity of continuing cooperation in semi-projects, bridging to other operations.

A goal hierarchy with two levels has been identified. The goal level of the Fredskorpset itself is assessed to be basically satisfied, in terms of involvement, pluralism and reciprocity. Representation in the most northern counties is however still low.

The goal level of the partners is now a strategic target for Fredskorpset. There may still be a tendency amongst Northern NGOs to take on to represent the South themselves. Fredskorpset wishes to support the partners from the South to represent themselves in Norway, which may be a challenge.

The mixture of South and North in preparations first resulted in chaos, but now it works excellent, according to Fredskorpset. Partly the improvement is brought about the courses and training, that now take place in the South closer to where people live. It may often be smoother if meetings and courses are organised by the participants themselves in the South; management culture, infrastructure issues etc are relatively similar. Evaluations of the South-South cooperation also show that it works well apart from logistics.

Among new activities there is a programme in which Norwegian leaders will act as mentors, back benching African leaders. A greater HIV/AIDS programme is geared towards two countries.

Formal structure

As mentioned above, Fredskorpset is a public body with special powers, answering to the Foreign Ministry. A Board and a secretary-general lead Fredskorpset. Day-to-day operations are managed by a secretariat led by the secretary-general. Fredskorpset has a volunteer service executive committee consisting of representatives of its partners, which advises the Board on Fredskorpset operations.

6.4 Some final remarks

The activities are carried out at a much greater scale than in Sweden, with both South/North and South/South partnerships by a separate governmental authority alongside NORAD. However, the approach inspires:

What particularly impresses is the input given by Fredskorpset in the early and final phases of the partnerships. The ambition is to provide support and mentorship without interfering directly in the projects. Also, Fredskorpset takes an interest in a continuation of the partnership.

7. Conclusions

In the following conclusions are made in relation to objectives stated in the Guidelines, in the light of remarks given under Chapter 2 Method. I.e. effectiveness, impact and relevance are assessed with reference to the present Guidelines; a broadened discussion will follow in Chapter 9.

7.1 Effectiveness

Objectives achieved?

Have the objectives of the exchange been achieved?

It can be concluded that a number of Swedish groups and individuals have been exposed to other cultures, and that these groups also have been given the opportunity to put their own experiences in a new context, offering new perspectives; thus, as presumed, strengthening the exchange of experiences between Sweden and developing countries.

Would the opposite then be possible? Of course the individuals must have been exposed to new cultures! Yes and no. The cases studied have in general been well prepared to expose the participants – actually on both sides. There are however drawbacks when it comes to the closeness – the participants have not always been “pairs” which is intended to be a basic unit in the exchange.

New groups?

Have new groups been involved in the exchange and been given the chance to discover developing countries and internationalisation?

New groups of individuals have indeed been involved. The individuals did not have any experiences from developing countries before; if there are exceptions, they are very few. Their organisations did have more or less established relations, which is also a requisite for the exchange.

Would then the individuals have had other opportunities to go abroad, under similar conditions as they now did? In many cases, this is probable. Many of the organisations have other opportunities to offer its members a stay abroad, normally linked to input in terms of voluntary work.

Other organisations, however, do not have the same resources or access to funding sources. These organisations are typically small and young, as the UN club or the group of musicians. It can be argued that they could have approached other parts of Sida. The fact remains: The programme has enabled new groups to get involved.

The number of participants in each exchange may be a factor affecting the effectiveness. A very small number, say two persons from each side, may give a very limited effect. On the other hand, a great number, say ten persons on each side, may decrease the effect of the exchange at individual level. However, through good organisation and follow-up, such effects have been compensated for (e.g. the participants staying in pairs, in each others families).

Equal situation?

Has the exchange been carried out with an equal situation as a starting point, where exchange of experiences and reciprocity is focused?

The emphasis is put on giving *Swedish groups the opportunity to get international and development co-operation experience*. I.e. the primary objective is not to give groups from the exchange countries such experience. However, the exchange of experiences and the reciprocity is focused, which means that the primary objective should be fulfilled under those conditions.

The exchange has given both parties experiences and perspectives; this has been verified in all case studies, and it is supported by reports given from the exchanges.

Obviously, the partners are not equal in a genuine sense. However, it is clear that the exchange as such in most cases has been characterised by a high degree of reciprocity, with the reservations regarding structural imbalance and thus inequality, as commented on in Chapter 2 Method. During the planning stage, reciprocity has varied greatly in the cases studied. In the evaluation stage, variation has been even greater, from very ambitious mutual evaluation exercises to practically no follow-up.

The fact that the “South partner” is poorer than the Swedish partner has in some cases caused guilt and in most cases created expectations of a continuation, also on the Southern side. Such expectations may in the long run be functional or dysfunctional.

7.2 Impact

What are the overall effects of the exchange, intended and unintended, long term and short term, positive and negative?

Intended impact – long and short term

It is certainly difficult to establish any long-term effects of the exchange at this stage. However, it is very reasonable to presume that the exchange programme will have positive effects for the new Swedish groups that have taken part, in terms of future involvement in development co-operation and internationalisation. The exchange provides opportunities to inform about “what development cooperation is”, through study tours, meeting people etc.

It is also clear that the individuals have affected others in a positive direction and against xenophobia. There are actual indications to that effect in the case studied, but the volume of the impact is naturally impossible to establish.

In a short-term perspective, observations indicate that the individuals that have taken part in the exchange, in most if not all cases have found the experience very rewarding.

It is also likely that the exchange will have a direct impact, as a starting point for long-term co-operation. Examples of possible spin-off mentioned are ingredients in leadership education at the Swedish co-operative bank. Also noted is the significance for leaders both in South and in Sweden, of having met counterpart representatives. When leaders have met their opposite numbers, they also express a genuine interest for co-operation.

Unintended impact – positive and negative

The exchange has also had a *positive short-term impact on the exchange partners*. These are interested in future contacts. As far as the South partners are concerned, this is not an intended impact as spelt out in the immediate objectives; thus it could be registered as an “unintended positive impact”.

The exchange partners point out the new experiences and perspectives; in many cases they also mention the learning of new methods (teaching, training, handicraft etc). Thus it could be assumed that the exchange has had a *positive impact in relation to Swedish development co-operation objectives, at least in a short to medium-term perspective*.

The exchange has functioned as an appetizer, promoting desire and interest for more: Experiences, learning, exchange – and support.

In all of the case studies, the partner representatives in the exchange country expressed a wish to continue the exchange in one way or another, naturally with outside support.

In many cases the sheer need for funding was also expressed. Typically, the participants were made aware of new opportunities and were looking for channels to realise these opportunities.

This increased demands for co-operation has to be handled and directed to the right actors. At worst the demands may shift to frustration and anger. Questions related to the new Policy for Global Development are raised, both regarding responsibility:

- Who is responsible for taking care of the demands?
- How can the demands be channelled?

Related questions are how the Swedish initiators handle the demands and how they can be assisted in their relationships.

Thus, in a long-term perspective, interest on both sides may contribute towards “democratic development, mutual benefits and greater knowledge and understanding, and in living contacts and relations between the two partner countries.” But nobody knows or will ever know. *Strictly speaking, the impact may be the opposite, if not handled properly: Frustration, desolation and antagonism.*

7.3 Relevance

Is the exchange as it has been carried out consistent with the needs and priorities of its target group and the policies of the partner country and donor agencies?

If the primary target group is identified as “Swedish new groups and individuals”, and the needs of these are identified as “exposure to developing countries and internationalisation”, it can clearly be stated that the exchange has been and is of high relevance.

Looking at the policies of the partner countries and the donor agencies, including Sida, it can be established that there are no connections with e.g. country strategies or country programmes, except by coincidence, through the organisations involved (an organisation engaged in a Sida project may have initiated exchange related to that project).

Clearly there has been no intention in the programme to link the exchange to other Sida funded co-operation. On the contrary, the idea has been to attract new groups to get a taste of the development cooperation, outside the established channels. The exchange stands on its own merits, with the objective to promote internationalisation. This is a point that may be considered and will be further commented on under Recommendations.

Relevance of the PEO monitored programme from a poverty perspective

The exchange has no explicit poverty profile. However, in the programme as a whole, including the PEO part, poor countries are well represented. As reiterated, e.g. a great part of the exchange administered by the Youth Board and SALA IDA takes place in Africa, in very poor countries like Tanzania. The individual exchanges also take place with groups that work with small resources. Thus the Swedish partners get exposed to poor conditions. Also they create bonds for continued cooperation.

7.4 Sustainability

Will the benefits produced by the exchange be maintained after the cessation of external support?

It is very difficult, perhaps impossible to state if benefits will be maintained after the partner exchange has been carried out and reported. As has been pointed at above, there is an appetite to continue contacts, which needs to be channelled, one way or another. The question of responsibility, also at programme level, is again evoked: The demand for support is often directed to Sida, and the intermediate administrators. In the spirit of the new Policy for Global Development, the responsibility will be carried over to the organisations and agencies themselves.

7.5 Efficiency

Can the costs of the exchange be justified by the results?

The costs of the exchange are small, compared to many other contributions. Many individuals carrying with them new impressions and perspectives may very well be efficient considering the low costs. On the other hand this is not easily verified.

Possibilities to verify impact

A general problem is that the possibilities to actually verify long-term impact are small. There are different ways to handle this difficulty:

- On the level of methods, reporting and follow-up may be strengthened.
- On the level of objectives, concentration and linkage to other development co-operation should be considered.

These questions will be responded to under Recommendations below.

8. Considerations regarding the continuation

8.1 Strengths and weaknesses

Strengths

There are a number of positive features of the programme, also acknowledged by both administrators and partners.

Flexibility

A great strength of the programme is its flexibility: Many different categories can be encompassed. There is room for variation in implementation.

Simple format

Basically, applicants access the exchange easily. Bureaucracy is kept at a low level.

The principles and rules of the game are fairly easily understood.

Opportunity for many

With fairly small financial input, the programme is open to different categories, with different backgrounds, ages and gender.

Weaknesses

Despite the basically flexible format, there are a number of drawbacks in the programme:

Administrative costs

Despite the basic format, administration is sometimes costly

Depending on the maturity of the applicants, the need for assistance from the executing organisation varies considerably. There may also be hidden costs: Administrative input in terms of support and follow-up should actually be greater, but for reasons of priorities and lack of funds, it is kept at a low level. Other actors have sometimes contributed voluntarily with administrative support in the partner country (an example is the travel agent in Tanzania who contributed with practical arrangements without fees). There are different indications of missing support in the preparatory phase.

Results are difficult to measure

A restriction is built in the programme design. “New groups should be exposed”. The format implies that effects of the exposure are easily dispersed and diluted:

The participants may go in different directions and not be in touch with each other. This also contributes to difficulties in evaluating effects.

Impact is difficult to establish

Actual impact and long term effects are not easily measured. Partly this is a general problem in projects of this kind: The direct result may be clearly visible, but the long-term impact is not easily verified.

However, as illustrated by the case studies, the measurement difficulties are not entirely dependant on the programme format. Some of the exchange cases show that it is possible to get a fair proxy of the impact through systematic follow-up of objectives.

Missing channels for continued exchange

There are no or few opportunities to follow up interest evoked.

The exchange functions as an appetizer, but further development is left to the parties, regardless of their own capacity. In the worst of cases, the exchange will be an isolated activity.

Creation of bogus groups

Groups, which are not genuine, may be formed, to satisfy format requirements of the exchange programme. This has not been observed in any case, but the theoretical possibility remains.

8.2 Opportunities and threats

Opportunities

The programme represents a great potential. This is indicated by the individual exchange projects studied: In all cases studied there is an appetite, on both sides, to continue exchange in one-way or another.

The programme could at best generate new initiatives and encourage new groups to get in touch over borders, and also inspire others in solutions to different development problems. Examples are the training of trainers, recruited by new cadres of youth to spread knowledge and attitudes in areas from reproductive health to university studies.

The exchange can be visualised by the building of a bridge, where the foundation is being laid on both sides, and where even the arcs are coming up. Thus the programme could be a tool for both internationalisation and enforcement of interest in development cooperation. The exchange concept will be further developed in the next chapter, Chapter 9.

Threats

Weaknesses in the present design of the programme could in the most evil case jeopardise the programme: Initiatives that are diluted, investments that are made halfway, people that are at first encouraged and the discouraged, because there is no feasible continuation of the project.

At worst, the bridge building will come to a standstill, manifested by pylons on both sides, with no connection over the water. A main threat is that responsibility is scattered, nobody feels responsible for a continuation.

9. Exchange – the construction and use of a bridge

What is exchange? Exchange is to give or give up in return for something else. The emphasis may be on the giving or the taking; thus exchange may contain both a charity and a utility component. A manifest expression of the latter is the “stock exchange”.

There are many concepts close to exchange, used in an international development context: Co-operation, twinning and bridging are a few. Lately, the utility element in development co-operation has been emphasised more, characterising it as business sealed with contracts.

9.1 Why exchange?

Why do we want exchange? There are a number of reasons:

Orientation

First of all the interest in exchange may just be orientation of a context, in order to perhaps do something later. Or perhaps not. There is also the drive of sheer curiosity. It may be that the very exposure is considered to be a value in itself, not necessarily followed by anything else.

Ideas

A distinct reason is the exchange of ideas. Typically the diffusion of ideas has a tendency to be one-way but in a modern Internet web world the sharing of ideas represents a force in itself.

Knowledge

Another distinct reason for exchange is to give, acquire and perhaps even combine knowledge to develop something new. This is the main rationale behind the vast exchange in sciences (although there are certainly other reasons).

Utility

Then there is the motive of utility, gain, benefit – or profit. Even this motive may have different associations: One is the motive of taking own advantage; another is the motive of co-operative efforts, in a joint venture. Again there may be an emphasis on giving or on taking advantage or both.

Understanding the other

Beyond knowledge and utility, there is the motive of getting to know and understand the other in a deeper sense: Understanding the societal and cultural context but also the individuals where they are. It may also be that we already share a common understanding, which we want to develop.

Understanding may be a motive in itself, but reasons for better understanding are manifold. We may “understand” each other at an intellectual or cognitive level, at an idea level, at a business level or/and at an emotional level. We may understand the other way of reasoning; the other partners’ business motives or we may feel empathy with the other. In conflicts the hope is often bound to getting the antagonists getting to understand each other’s context better.

Idea

The construction and development of civil society is based on sharing and enforcing ideas of democracy and good governance, but it typically takes place in an environment of business and emotions.

9.2 Dysfunctions – general unintended effects

Exchange may have other effects than intended. It may also go wrong. Disappointment may occur under way or be a result of the exchange. Expectations may have been too high or wrong. Typically, there may have been an imbalance in the dimensions: Whereas one party was interested in own benefits, the other was interested in co- operation at an idea level.

Also, the exchange channels may give opportunity for unintended wrong traffic and wrong use.

9.3 Bridging

A bridge and the traffic over it is a picture of exchange. Exchange over a border and a river is made possible by the construction and using of a bridge. Thus bridging involves planning, construction, use and maintenance.

Constructing the bridge requires other skills and resources than using it. Constructing it also is based on different reasons. And when the bridge is constructed, it will be used for many different reasons: A stroll out of curiosity to experience something new, buying or selling something – or giving and getting something else, like new knowledge or ideas or support of any kind.

The mixture of traffic and reasons for communication fascinates people and may even cause them to stand and look at it; standing at the bridge is a motive in itself.

9.4 Bridging conclusions

The exchange is bridging in several dimensions. Starting from this awareness, systematically programmed exchange represents a great potential in the implementation of Swedish development policies: The Policy on Global Development – PGU, the Policy for Poverty Reduction – Perspectives on Poverty and Sida's Policy for support to civil society.

It is easy to envisage that continuous communication and bridging can enforce processes where people get the opportunity to act together in order to influence society and living conditions. A vibrant and democratic society includes international contacts.

However, there are also restrictions in the policies, which have to be cared for: The policies are strongly defined in relation to programmes and contributions. The objective of co-operation with organisations in civil society “...should apply to every programme of co-operation, regardless of the primary aim of the contribution”.

Furthermore, the “civil society policy” stresses the channelling to “good” initiatives. Quoting from the last-mentioned policy document: “Sida... only supports those initiatives and organisations that contribute in different ways to increasing the possibilities available to the poor to improve their quality of life and move out of poverty.”

To conclude: The method of exchange is powerful, but has to be applied with care and focus, linking implementation to policies.

10. Recommendations

A general recommendation is that the exchange programme be constructed, used and maintained with at least the same care as a bridge. It is recommended that the exchange programme be continued, that its objectives are clarified and linked to development policies and that the monitoring of its applications are strengthened.

10.1 Clarify and connect objectives of exchange programme to Swedish and Sida development policies

It is recommended that the objective of the exchange be further clarified and that the overall objectives of contribution to the Policy for Global Development are acknowledged.

The exchange stands on its own merits: To give new groups in the Swedish society the opportunity to discover developing countries. The exchange should take place under certain conditions: It should be based on equality where the exchange of experiences and the reciprocity is in focus. To this general

ambition or aim a number of preconditions and objectives are specified. Each exchange initiative must also fulfil a number of criteria.

In a long term perspective the exchange is expected to give a number of results including democratisation, mutual understanding and active relationships between Sweden and civil societies in the developing countries.

The manifest results of the pilot period are expected to be increased contacts and involvement of new administrators and groups in Swedish development co-operation.

Now the pilot period is over.

Looking at the exchange programme from a PGD perspective, it should be in line with and even contribute to equitable and sustainable development.

The exchange could contribute to the PGD in several ways e.g.:

- Through increased *understanding from the Swedish side* of the of partner situation; Long term effects could then inter alia be increased interest to contribute in global development and international co-operation, directly or indirectly, or increased tolerance in relation to different cultures, ethnical groups etc. also in Sweden;
- Through increased *mutual understanding* by the partners in the exchange, then specifically promoting bridge building between these, the local communities and the countries concerned;
- Through *direct linkage with a specific development cooperation contribution and/or programme*.

Presently, and during the pilot period, the perspective has been very clearly Swedish. As pointed at earlier (Chapter 2), the perspective is ethnocentric. The emphasis has been on giving *new Swedish groups* the opportunity to discover developing countries. An important effect however, has been *that individuals from developing countries* have discovered the possibility to develop and develop in cooperation with their Swedish cooperation.

The question is where the dynamic kernel, the growth potential, is in the exchange:

- *Giving new Swedish groups the opportunity* of exposure, resulting in greater solidarity with people in developing countries;
- *Giving new groups of individuals in developing countries* the opportunity of bridge building with Swedish opposite numbers.

The answer is clearly: Both. This is strongly pointed to in the evaluation, which shows that both parties benefit: Learn, get new perspectives and take an interest in new initiatives.

Emphasising also the bridge building provides legitimacy to exchange between schools. In cases where other opportunities of exchange are small, the programme gives an option to open up long-term co-operation between two schools as institutions.

The change in focus does not require great changes in the general design of the programme. However, certain adjustments have to be made, particularly in the follow up of the results of the individual exchange activities, as proposed in next section.

It is thus recommended that the objective should be:

To give new groups of individuals in Sweden and developing countries the opportunity of exchange and bridge building.

The exchange opportunities shall be based on solidarity, equality and reciprocity, in accordance with the Policy for Global Development. The exchanges should be concentrated to partners in DAC countries. Exchanges granted can be all cases that are envisaged to contribute to a democratic civil society in line with Sida's policy.

The exchange programme should be managed and monitored by the exchange administrators to follow the goal to contribute to equitable and sustainable development in line with the PGD. In principle, the administration cost should be carried by the exchange administrators, also in line with the principle of shared responsibility as expressed in the PGD.

10.2 Strengthen the management process

It is recommended that the exchange management processes be strengthened to harmonise with objectives at the different levels.

The exchange programme consists of a number of interrelated processes, in which the different actors take part. Three layers of processes are identified, each with their objectives, demands and responsibilities:

Exchange

This process has its own defined functions, as referred to earlier: To get increased knowledge, understanding and to identify cooperation areas etc. These functions and objectives have to be in accordance with the Guidelines issued.

As a whole the exchange process has to be carried out according to the Guidelines. This is the responsibility of the partners – in practice the Swedish partner.

Apart from the role vis-à-vis the administrator, the Swedish partner also has an important relationship with the own partner.

The exchange partners indicate in varying degree that they need support underway, during the process from application to reporting, and then also to channel initiatives. Specifically, at the early and final stages there is a demand for additional support.

At the initial stage, more time is required for preparations in the home country to handle cultural differences in the country to be visited.

At the final stage, there is a demand for more support in the follow-up of initiatives. This demand also comes from the South exchange partner.

Exchange management

The objectives and requirements of this process are defined in the Guidelines. The responsibility of the exchange administrator includes applying for grants at Sida, handling applications, administering grants, securing reporting from the actors and report aggregate results to Sida.

Thus the exchange administrator has roles vis-à-vis both the actors and Sida, containing requirements and demands. The administrator is responsible to Sida for delivering results according to the Guidelines, but also demands informal guidance underway. To the Swedish exchange partner, the administrator has a general and perhaps diffuse responsibility to deliver support. The administrator demands

There is an imbalance between the different exchange administrators when it comes to management and administration of the exchange. Some of the administrators have developed their procedures well;

some have just started on the exchange programme. The administrators could profit from sharing experiences and tools like manuals and adapted guidelines.

Specifically, the reports from the administrators utilize different data categories. Both for Sida monitoring and for sharing experiences this is a drawback.

Sida monitoring

A separate layer is the exchange *monitoring* process. Its objectives have to be distinguished from those of the other layers. This process includes responsibility for both control and learning elements:

- Monitoring that the processes flow in accordance with the guidelines;
- Learning from experiences to develop the process.

There are different options as to how the responsibilities between Sida and the exchange administrators could be shared. In line with the PGD the exchange administrators should take the main responsibility for the management. However, Sida still has an important role as coordinator and initiator of cooperation between the administrators. Sida thus should maintain the overall monitoring role.

10.3 Summary of recommendations

The programme should be continued and gradually expanded, with clarified objectives, firmer exchange process and support for continued cooperation between exchange partners with established contacts.

R1: Clarify objectives!

It is recommended that the objective of the exchange be further clarified and that the overall objective of contribution to the Policies on Global Development, Poverty and Civil Society is acknowledged.

The objective should be to give new groups of individuals in Sweden and developing countries the opportunity of exchange and bridge building.

R2: Strengthen the exchange management process!

It is recommended that the exchange management processes be strengthened to harmonize with objectives at the different levels.

The exchange management should be developed to further support the exchange partners in the initiation and the follow-up phases of the exchange. This should be primarily the responsibility of the exchange administrators, with support from Sida.

Support in the initiation phase should be developed and given on the basis of already developed tools, e.g. manuals, introductory leaflets etc.

Support in the follow-up phase should be focussed on how the cooperation can continue between the partners.

The administrators should investigate how they can help to channel initiatives within and outside their own domains.

R3: Strengthen Sida monitoring!

It is recommended that Sida's role and responsibilities as monitor is spelt out.

Sida's demands have to be directed towards the exchange management process and not the individual exchange processes. This approach implies:

In order to secure relevant and comparable aggregate information from the Administrators, Sida should specify in what entities the volume of exchanges should be reported. E.g. all administrators should report both carried out exchange projects and number of participants. This implies to both PEO and SEKA monitored exchange.

Sida should regularly, tentatively bi-annually, arrange seminars with the exchange administrators, to share experiences and develop the exchange management process.

In order to support the channelling of Sida should investigate development of an “intermediate” possibility as a linkage between the exchange and further cooperation.

Specifically, Sida should clarify that the volume of endorsed grant applications must be based on the administrative capacity of the exchange administrator. Basically it is the responsibility of the administrator to supply the adequate resources, in line with the PGD. No core funding from Sida for administration is recommended. However Sida may both financially and otherwise encourage efforts by the administrators, individually and jointly, to develop the administration and management support.

R4: Balance grants to the National Youth Board and SALA IDA

It is recommended that the volume granted to the National Youth Board and SALA IDA be gradually increased and balanced.

Both organisations have grown in administrative capacity, and both can improve further. For the years ahead a gradual increase of funds allocated to the two organisations. Gradually the gap between the two administrators could be decreased, i.e. SALA IDA should receive proportionally more of the funds. These changes should be linked to the development of administrative capacity.

Appendix 1: Uppdragsbeskrivning

för utvärdering av Utbytesverksamhet med Sida bidrag
treårig pilotfas 2002–2004

Inledning

Utvecklingssamarbetet engagerar det svenska samhället och bidrar till att internationalisera Sverige. Genom att exponera svenska grupper och individer för andra kulturer och uppmuntra dem att sätta sina egna erfarenheter i relation till andra internationella lärdomar och perspektiv, stärks erfarenhetsutbytet mellan Sverige och utvecklingsländer¹¹. Genom en treårig försöksverksamhet har Sida velat ge *nya* grupper, utöver de som redan idag är verksamma inom svenskt utvecklingssamarbete, ur svenska samhället chansen att upptäcka utvecklingsländer och internationalisering utifrån en jämlik situation där erfarenhetsutbytet och ömsesidigheten sätts i centrum. Sidas utbytesprogram prövas under 2002–2004 för att sedan utvärderas. Verksamheten är under försöksperioden öppen för de så kallade ramorganisationerna samt två nya, rikstäckande aktörer Kommunförbundet och Ungdomsstyrelsen.

1. Bakgrund

I Norge gjordes 1997 en utvärdering av den Norske Fredskorps verksamhet. Resultatet utmynnade i ett förslag att den Norske Fredskorps skall bedriva ett internationellt utbytesprogram. Syftet är att nå nya målgrupper som inte redan nås av nu existerande biståndskanaler, detta för att möta den ökande internationaliseringen av det norska samhället. Hösten 1998 lät Sida göra en förstudie av behov och möjligheter av att införa ett liknande program i Sverige. Denna studie¹² visar att behov finns samt att förutsättningarna är goda även i Sverige.

Sidas enhet för samverkan med enskilda organisationer, SEKA/EO, fick i uppdrag år 2000 att undersöka samt pröva förutsättningar och metoder för ett vidgat deltagande i internationell utbytesverksamhet. Utredningen *”Utbyten inom utvecklingssamarbete – en metod för internationalisering”* förelåg i augusti 2000. I Sidas management response (GD beslut 17/01) fastställs att en modell för schablonfinansierad utbytesverksamhet enligt utredningens rekommendationer skall tas fram. Sida utarbetade i enlighet därmed *”Riktlinjer för utbytesverksamhet med Sida-bidrag”*.

Inom Sida äger samverkan rum mellan två berörda avdelningar; SEKA som hanterar utbytesverksamhet genom ramavtalsorganisationerna inom *delposten enskilda organisationer*, och PEO som hanterar utbytesverksamheten genom Kommunförbundet och Ungdomsstyrelsen inom *delposten globala utvecklingsprogram – kompetensutveckling för utvecklingssamarbete*. Utbytesverksamheten omfattar totalt ca 12 miljoner kronor per år, med undantag för det första verksamhetsåret. PEO lät genomföra en halvtidsöversyn¹³ av verksamheten genom Kommunförbundet och Ungdomsstyrelsen hösten 2003.

Utvärderingen ska omfatta den totala utbytesverksamheten under perioden 2002–2004. Utvärderingen kommer att ligga till grund för Sidas beslut om den framtida utbytesverksamheten. Oavsett utvärderingens resultat har Sida emellertid i februari 2004 beslutat att förlänga utbytesverksamheten under ett övergångsår, 2005, för att underlätta aktörernas hantering av ansökningar och rapporteringar.

2. Syfte

Huvudsyftet är att tillhandahålla underlag för Sida att under hösten 2004 avgöra huruvida utbytesverksamheten uppnått avsedda resultat och om verksamhetens pilotfas skall övergå i reguljär verksamhet.

¹¹ Utvecklingsländer enligt DACs definition

¹² Hellgren, L.-O. (1998). *Jämförande studie av det norska förslaget till ändring av det norska fredskårsprogrammet*.

¹³ ”Utbytesverksamhet med Sida-bidrag – en halvtidsöversyn, november 2003” genomförd av Acumenta AB

Utbytesverksamheten inom Sidas båda olika anslagsposter, de båda spåren, skall löpande hållas isär inom utvärderingen och jämföras.

Resultaten skall främst utvärderas utifrån de tre grundstenarna: att ge *nya* grupper ur samhället chansen att delta, att *gruppen/föreningen/organisationen* är i fokus snarare än individen samt att *ömsesidighet* skall prägla och genomsyra utbytesverksamheten. Resultaten skall utvärderas gentemot övergripande mål och förväntade resultat såsom formulerade i *Riktlinjer för utbytesverksamhet med Sida bidrag*.

3. Uppdrag

Uppdraget förväntas ske i tre steg:

I. Kartläggning

Utvärderingen skall belysa de båda områdena inom vilka bidrag beviljats dels genom *delposten enskilda organisationer* varifrån bidragen utgår till ramavtalsorganisationerna¹⁴ och dels genom delposten ”*globala utvecklingsprogram – Kompetensutveckling för utvecklingssamarbete*” till Kommunförbundet och Ungdomsstyrelsen¹⁵. Verksamheterna följer samma *Riktlinjer för utbytesverksamhet med Sida bidrag*.

Utvärderingen skall beskriva hur utbytesverksamheten ser ut enligt rapporteringskraven i Riktlinjerna, (s 4 ”rapportering” samt s 5 ”indikatorer”) och hur utbytesaktörerna förvaltar och har förvaltat sina uppdrag, (s 4 ”åtaganden”).

Utvärderingen skall beskriva om verksamheten möter de fastlagda övergripande mål och förväntade resultat Sida angivit i Riktlinjerna (s 1 punkt 2).

Utvärderingen skall beskriva huruvida verksamhetens upplägg möter nya former för engagemang hos målgrupperna.

Utvärderingen skall beskriva verksamheten i Norge: Utbytesmyndigheten – det nye Fredskorpset (se vidare metod).

II. Analys

Utvärderingen skall analysera resultaten utifrån fastlagda övergripande mål och förväntade resultaten för utbytesverksamheten.

Utvärderingen skall analysera utbytesverksamheten utifrån de fastställda kriterierna.

Utvärderingen skall kunna svara på frågan om målen med utbytesverksamheten har nåtts.

Utvärderingen skall göra en uppföljning och analys av huruvida utbytena uppfyllt de av Sida angivna kriterierna i Riktlinjerna (s 3 punkt 5.2)

Analysa effekter hos ett antal utbytesdeltagare i Nord och Syd (se vidare metod).

Utvärderingen skall analysera volymen för PEOs program och förhållandet mellan de båda aktörerna Kommunförbundet och Ungdomsstyrelsen vad det gäller tilldelning av medel, liksom analysera nivån för Kommunförbundets och Ungdomsstyrelsens administrationsersättning.

Utvärderingen skall analysera PEOs programs relevans utifrån fattigdomsperspektivet.¹⁶

¹⁴ Regleras inom pågående *Avtal om Rambidrag* som SEKA tecknat med ramarna

¹⁵ Samarbetet regleras genom separata *avtal* mellan Sida/PEO och Kommunförbundet resp Ungdomsstyrelsen

¹⁶ Perspectives on Poverty, Sida Okt 2002

III. Rekommendationer och slutsatser

Utvärderingen skall mynna ut i rekommendationer och förslag inför framtiden, vilka kommer att utgöra underlag för Sidas beslut. Här skall även ingå beaktande av styrkor respektive svagheter inom utbytesverksamheten utifrån målen och i vad mån Riktlinjerna behöver omformuleras. Ett resonemang kring verksamhetens kostnadseffektivitet skall föras.

4. Metod

I uppdraget ingår analys av relevanta dokument och rapporter inom utbytesverksamheten hos samtliga förmedlande aktörer, Sida/SEKA och PEO. Genomföra intervjuer med de deltagande ramorganisationerna,¹⁷ Kommunförbundet, SALA IDA och Ungdomsstyrelsen.

Korta intervjuer om varför, skall även äga rum med de sex ramavtalsorganisationer¹⁸ som valt att inte delta i utbytesverksamheten.

Parterna inom Sida, avdelningarna PEO och SEKA skall intervjuas.

Ett urval av svenska deltagande grupper och parter i Syd skall djupintervjuas för att följa upp effekter på utbytesdeltagare.

Fältbesök föreslås äga rum i Tanzania, Bosnien-Hercegovina och ev Kosovo. Det sistnämnda valet sker i diskussion med Sida.

Besök vid någon svensk kommun skall ingå liksom besök hos någon av Ungdomsstyrelsens lokala aktörer. Valet av dessa sker i samråd med Kommunförbundet/SALA IDA respektive Ungdomsstyrelsen och Sida.

Verksamheten i Norge ska följas upp via telefonsamtal samt att ta del av deras årsredovisningar 2001–2003 och ev relevanta utvärderingar och/eller rapporter.

5. Tid

Uppdragets omfattning beräknas till högst 240 timmar (6 veckor à 40 timmar)

6. Övrigt

I syfte att underlätta redigering och tryckning skall rapporten även överlämnas till Sida i form av en diskett kompatibel med Microsoft Windows operativsystem.

Utvärderingen skall presenteras för Sida vid ett halvdagsseminarium.

Slutrapporten skall även presenteras vid ett seminarium med deltagande aktörer.

7. Rapportering och tid

The evaluation report shall be written in English and should not exceed 50 pages, excluding annexes. The draft report shall be submitted to Sida electronically and in 5 (five) hardcopies no later than September 20th, 2004. Within 2 weeks after receiving Sida's comments on the draft report, a final version shall be submitted to Sida on October 20th, 2004, again electronically and in 15 (fifteen) hardcopies. The evaluation report must be presented in a way that enables publication without further editing. Subject to decision by Sida, the report will be published in the series *Sida Evaluations*.

The evaluation assignment includes the completion of *Sida Evaluations Data Work Sheet* (Annex 1), including an *Evaluation Abstract* (final section, G) as defined and required by DAC. The completed Data Worksheet shall be submitted to Sida along with the final version of the report. Failing a completed Data Worksheet, the report cannot be processed. Format and outline of the report should follow Sida Evaluation Manual – "Looking back, moving forward" (Annex 2).

¹⁷ Forum Syd, LO/TCOs Biståndsnämnd, PMU Interlife, Svenska Kyrkan, SHIA och SMR

¹⁸ Rädda Barnen, Diakonia, Koop Utan Gränser, Afrikagrupperna, Palmecentret och UBV

Appendix 2: Contacts and interviews

Organisation	Contact
SALA IDA	Andrea Carlborn
Swedish National Board for Youth Affairs	Johan Lycke
Frame organisations	
Forum Syd	Ing-Britt Östlund
PMU Interlife	Per Lilja, Maud Andersson
Save the Children Sweden	Lars-Erik Palm, Jörgen Runholm
Swedish Mission Council	Anders Malmstigen
Swecoop	Maja Norell, Anna-Maria Broman Ek
LO TCO	Håkan Löndahl, Karin Linström
SHIA	Christine Bender, Mecki Karlsson och Gunnar Hellberg
UBV	Anika Agebjörn
Church of Sweden	Carin Gardbring, Erik Apelgårdh
Diakonia	Ulrika Modéer
Africa Groups	Gabi Björsson
Palme Center	Sanna Johnson
Sida	
SEKA	Marie Louise Bruzelius, Svante Sandberg
PEO	Amandio Lopes, Christer Ågren
Interviews with participants of six exchanges in Bosnia-Herzegovina, Kosovo and Tanzania, and with their partners in Sweden. In-depth interviews with Swedish representatives of three exchanges-	

Appendix 3: Ramorganisationernas verksamhet 2002–2004

Deltagande RO	2002 (utfall)	2003 (utfall)	2004 (plan utfall)
Forum Syd	1 016 220	725 690	1 273 000
		(ansökt 2 094 000)	
PMU Interlife	834 000	1 746 000	(prel) 1 948 000
		(ansökt 2 409 000)	
Rädda Barnen		398 000	55 000
		(ansökt 500 000)	
SMR	30 200	364 770	330 120
		(ansökt 854 100)	
Utan Gränser			568 000
LO/TCO bn		308 000	235 800
		(ansökt 1 228 000)	
SHIA		152 205	606 400
Ej deltagande RO			
UBV			246 400
Sv Kyrkan		77 000	
Diakonia			

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