



A renewed Sida

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Background

The circumstances facing international development cooperation have changed dramatically over the past decade. Globalisation means constant shifts in the prevailing conditions where Sida works. Sweden's policy for global development guides Sweden's actions in an ever-changing world. This means higher requirements, new opportunities and an even more strategic role for Swedish development cooperation and for Sida.

The Paris declaration has established an international consensus around the need for coordination and harmonisation. Project support is gradually giving way to a programme-based approach as a guiding principle; Sida's role as dialogue partner is becoming increasingly important; and focus is on achieving sustainable results. Sida's organisation and working methods had not kept up with these changes. That is why we began a review of the organisation in 2007, which was completed in October 2008 with the launch of a renewed Sida.

A renewed organisation

To achieve our objectives, we are creating an aligned organisation consisting of three pillars: *Policy*, *Operations* and *Management*.

Operations is responsible for carrying out the actual development cooperation work. *Policy* and *Management* are responsible for making sure this work can be carried out optimally. This includes providing specific expertise and developing effective methods and resource bases.

The Office of the Director General is responsible for the overall coordination of Sida's different functions. The Internal Audit reports directly to the Director General.

Managerial functions are structured so that it is obvious who is responsible and accountable for the different parts of the organisation. Delegation normally flows from a senior level, and is accompanied by the appropriate mandate and authority.

The vision for the renewed Sida

Sida's objective is to be one of the world's leading actors in international development cooperation, fulfilling the Swedish government's priorities and the needs of our partner countries.

In order to achieve this, the renewed Sida is an organisation in which:

- ▶ Results-based management is at the forefront.
- ▶ Working procedures at all levels are created to minimise transaction costs. Functions and processes are designed to facilitate synergies and coherence.
- ▶ Bilateral, regional, multilateral and global cooperation are intertwined.
- ▶ Management systems ensure efficient and demand-driven support to Sida's internal functions.
- ▶ Experience and competence are used systematically for learning and developing our working procedures. Competence within focus areas is prioritised and reinforced.

Policy

Policy is responsible for making sure current policies are reflected in new strategies, and for ensuring that required competence is available in relevant thematic areas.

Policy comprises two secretariats and five departments.

Secretariat for Development and Coherence

The secretariat is responsible for Sida's global development analysis and for the development of analysis methodologies. It is also responsible for coordinating Sida's work according to the Swedish Government's policy for global development.

It has an overall responsibility for coordination of Sida's dialogue with other bilateral donors, multilateral organisations as well as other global actors.

Secretariat for Research Cooperation

The secretariat is responsible for a coordinated approach to expanding knowledge and capacity in research issues. It provides support for development research in Sweden and to international research programmes at a global level. The secretariat also has an overall responsibility for Sida's research grants.

Empowerment

The department is responsible for issues related to democracy, including public administration and the rule of law, human rights, political participation and gender equality.

Human Development

The department is responsible for issues involving health, HIV and AIDS, education, information technology for development (ICT) and social security systems.

Environment, Climate Change and Sustainable Services

The department is responsible for issues involving water and energy, urban challenges and environment as well as ecosystems and climate change.

Economic Opportunities

The department is responsible for issues involving agriculture, food security and private sector development, as well as trade and development of financial systems.

Human Security

The department is responsible for issues involving peace, security and reconstruction, as well as conflict prevention and conflict resolution. The department coordinates policy related issues with the humanitarian team in *Operations*.

Operations

Operations is responsible for providing input to the government's new strategies and for assessing, implementing and following up contributions within the established framework of country strategies, regional and global programmes, humanitarian assistance and support to non-governmental organisations. It is also responsible for designing and implementing instruments for development partnerships.

Operations has a clear focus on development work in Sida's partner countries and includes field staff as well as staff based in Sweden.

Operations comprises four departments with their respective teams. Each team is responsible for assessing, implementing and following up adopted strategies in the field.

Most teams are responsible for a country or a region.

The four departments within *Operations* are:

Long-term Programme Cooperation

The department is responsible for work in those countries in which Sida is running long-term cooperation programmes. It also has specific responsibility for coordinating regional expertise about Africa and Asia. Regional development cooperation with Africa is divided among three teams: the regional team for empowerment, peace and security; the regional HIV and AIDS team; and the regional team for environment and economic development.

Conflict and Post-Conflict Cooperation

The department is responsible for work in countries undergoing conflict or in a post-conflict phase. It also has special responsibility for humanitarian assistance issues, as well as coordinating regional expertise about Latin America, the Middle East and North Africa.

Reform Cooperation in Europe

The department is responsible for reform cooperation in Europe. It also has special responsibility for coordinating regional expertise on Europe and for strengthening Sweden's relation with the Baltic region.

Development Partnerships

This department leads and develops cooperation with the Swedish private sector, Swedish non-governmental organisations, and state authorities and agencies. The department is responsible for the Sida Civil Society Center in Härnösand, the programme for resource base development, and Sida's special instruments such as international training courses (ITP), credits and guarantees.

In addition, the department includes the team for global programmes and the country teams for selective cooperation. It is also responsible for the implementation and follow-up of the government's policy for development partnerships.

Management

Management is responsible for support and services such as results-based management, financial follow-up, evaluations and for developing competence and methods. Responsibilities also include functions for providing appropriate IT, and coordination of Sida's communication activities.

Management is responsible for Sida following legislative and regulatory requirements, and for ensuring that the organisation operates as efficiently and effectively as possible.

Management comprises one secretariat and six departments.

Evaluation

The secretariat is responsible for carrying out strategically important evaluations for the entire organisation. It coordinates and improves the quality of evaluations of the organisation, as well as developing guidelines and methods for this work. The secretariat's evaluations contribute to clarifying and analysing the results of the organisation. The secretariat ensures that the conclusions from the evaluations are used for systematic learning within the organisation. The secretariat is independent and impartial.

Corporate Management

The department is responsible for corporate management which includes operational planning and results-based management, development of Sida's budget, quality management as well as quality assurance.

The department includes Sida's chief controller, who is responsible for the agency's quality management system and the controller network. The department is also responsible for financial control and statistics.

Methodologies and Effectiveness

The department is responsible for developing methodologies for development cooperation in areas such as aid effectiveness and programme support. It is also responsible for developing effective internal work processes such as strategy and contribution management, as well as guidelines for anti-corruption.

Human Resources

The department is responsible for strategic development of competence within the organisation. It ensures that Sida's competence development efficiently meets the agency's requirements. It is also responsible for issues related to diversity, work environment and labour law.

Communications

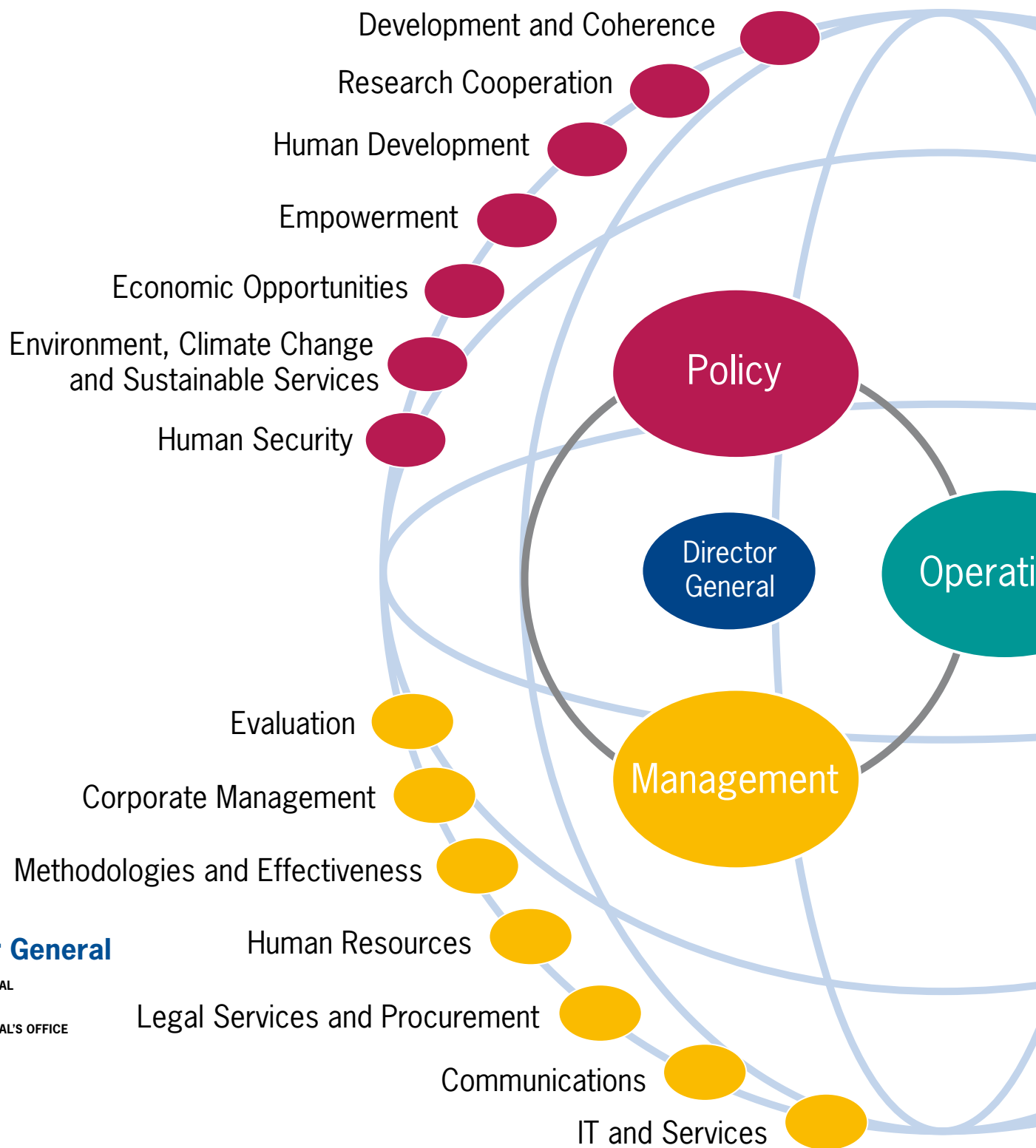
The department is responsible for Sida's communication work and for the government assignment to inform the Swedish public about Swedish and global development cooperation.

Legal Services and Procurement

The department is responsible for legal issues, both with regard to Sida's contributions within development cooperation and how Sida acts as a public agency. The department also has an overall responsibility for procurement and procurement related issues.

IT and Services

The department is responsible for Sida using IT as a strategic tool that effectively answers to the needs of the organisation. It is also responsible for document management, payroll administration and Sida archives, as well as security issues.



Director General

DIRECTOR GENERAL
Anders Nordström

DIRECTOR GENERAL'S OFFICE
Christina Wedekull

Internal Audit
William Stannervik

Policy

Deputy Director General
Mia Horn af Rantzen

Policy comprises two secretariats and five departments:

SECRETARIAT FOR DEVELOPMENT AND COHERENCE
Christina Hartler

Development Analysis
Lisa Roman

International Cooperation
Inger Axell

SECRETARIAT FOR RESEARCH COOPERATION
Tomas Kjellqvist

Global and Swedish Research Cooperation
Currently vacant

Research Policy and Method Development
Hannah Akuffo

HUMAN DEVELOPMENT
Anneka Knutsson

Health and Social Security
Göran Paulsson

Knowledge, ICT and Education
David Wiking

EMPOWERMENT
Anders Pedersen

Democracy and Public Administration
Anders Emanuel

Gender Equality
Susanne Wadstein

Human Rights and Political Participation
Lisa Fredriksson

ENVIRONMENT, CLIMATE CHANGE AND SUSTAINABLE SERVICES
Klas Markensten

Environment and Climate Change
Maria Berlekom

Sustainable Services
Cecilia Scharp

ECONOMIC OPPORTUNITIES
Albena Melin

Agriculture, Forestry and Food Security
Mari Albihn

Market Development
Ewa Hagwall

HUMAN SECURITY
Henrik Hammargren

Operations

Assistant Director General
Magnus Lindell

Operations comprises four departments:

LONG-TERM PROGRAMME COOPERATION
Jan Bjerninger

The department comprises 18 teams:

Regional team for Asia
AnnaMaria Oltorp

Regional team for Empowerment, Peace and Security in Africa
Samuel Egerö

Regional team for Environment and Economic Development in Africa
Kikki Nordin

Regional HIV and AIDS team in Africa
Kristina Ramstedt

Bangladesh
Ola Hällgren

Bolivia
Ann Stödberg

Regional teams,
Country teams and
Thematic teams

Long-term
Programme
Cooperation

Conflict and
Post-Conflict
Cooperation

Reform
Cooperation
in Europe

Development
Partnerships

Cambodia
Eva Smedberg

Ethiopia
Abdi Foum

Honduras
Currently vacant

Kenya
Annika Jayawardena

Laos
Owe Andersson

Mali and Burkina Faso
Kerstin Jonsson Cissé

Mozambique
Bengt Johansson

Nicaragua
Maria Tegborg

Rwanda and Burundi
Richard Bomboma

Tanzania
Erik Korsgren

Uganda
Christine Johansson

Zambia
Charlotta Norrby

**CONFLICT AND POST-CONFLICT
COOPERATION**
Hans Magnusson

The department comprises eleven teams:

Humanitarian Assistance
Per Byman

**Regional team for Latin America and
Cuba**
Karin Rohlin

Regional team for MENA och Iraq
Helen Rask

Afghanistan
Anders Hagwall

Colombia
Torgny Svenungsson

DR Congo
Eva Lövgren

Guatemala
Currently vacant

Liberia and Sierra Leone
Karin Anette Andersson

Occupied Palestinian Territories
Rolf Carlman

Somalia and Sudan
Magnus Carlquist

Zimbabwe
Göran Engstrand

REFORM COOPERATION IN EUROPE
Ulla Andrén

The department comprises seven teams:

Belarus, Russia, Central Asia
Marianne Hultberg

Bosnia and Hercegovina
Anders Hedlund

Macedonia, Albania and Kosovo
Mikael Elofsson

Moldova and Georgia
Ann-Charlotte Zachrisson

Serbia and Turkey
Klas Rasmusson

Ukraine
Mirja Peterson

Team for the Baltic Sea
Thomas Johansson

DEVELOPMENT PARTNERSHIPS
Georg Andrén

The department comprises eight teams:

Civil Society
Lena Ingelstam

Global Programmes
Ulf Källstig

Partner Driven Cooperation
Currently vacant

International Recruitment and Training
Irène Rudefors Zellinger

Civil Society Centre
Lena Blomstrand

Botswana, South Africa and Namibia
Maria Selin

Indonesia, India and China
AnnLis Åberg

Vietnam
Marie Ottosson

Management

Assistant Director General
Anne-Charlotte Malm

Management comprises six departments
and one secretariat:

CORPORATE MANAGEMENT
Malena Rosman

Financial Management
Elisabeth Larsson

Results
Abdullahi Aress

Quality
Nils Olof Malmer

METHODOLOGIES AND EFFECTIVENESS
Per Lundell

HUMAN RESOURCES
Anna Runeberg Toom

Competence Development
Peter Swartling

Human Resources
Gabriella Civalero Stolpe

LEGAL SERVICES AND PROCUREMENT
Eva Lindahl

COMMUNICATIONS
Claus Nowotny

IT AND SERVICES
Dag Lanerfeldt

**Documents, Administration and
Resources**
Fredrik Thurell

IT Development
Charlotte Örnild

IT Operations
Göfi Aldstam

Support and Service
Pauli Wirman

EVALUATION
Joakim Molander

CONTACT
All Sida staff can be reached through the
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firstname.lastname@sida.se.

A renewed Sida. Our objective is the same: to help create conditions that will enable poor people in developing countries to improve their quality of life. But we have changed our organisation and our working methods. This will give us the energy and new possibilities to achieve even better results for Swedish development cooperation around the world.

SIDA46574en

Do you want to find out more?

Visit www.sida.se for more information about Sida and Swedish development cooperation.

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