



2021:17

Sida Decentralised Evaluation

FCG Sweden

Evaluation of the implementation of the Strategy for information and communication operations, including through organisations within the civil society during the period 2016–2022.

Final Report

Evaluation of the implementation
of the Strategy for information and
communication operations, including
through organisations within the civil
society during the period 2016–2022.

Final Report
February 2021

Jonas Lövkrona
Johanna Stenersen
Karin Nordlöf

Authors: Jonas Lövkrona, Johanna Stenersen, Karin Nordlöf

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2021:17

Commissioned by Sida, Department for HR and Communications,
Unit for Communication (KOM)

Copyright: Sida and the authors

Date of final report: 2021-02-19

Published by Nordic Morning 2021

Art. no. Sida62380en

urn:nbn:se:sida-62380en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of contents

Abbreviations and Acronyms	i
Preface	ii
Executive Summary in Swedish	iii
1 Introduction.....	1
1.1 Background, purpose and objectives.....	1
1.2 Evaluation object and scope.....	1
1.3 Evaluation criteria and questions.....	2
1.4 Structure of the report.....	2
2 Methodology	3
2.1 Overall approach	3
2.2 Methods and tools for data collection	5
2.3 Process of analysis and developing conclusions.....	6
2.4 Ethics and participation	6
2.5 Limitations	7
3 Evaluation object.....	8
4 Findings.....	11
4.1 Relevance	11
4.2 Coherence.....	18
4.3 Effectiveness	22
5 Conclusions	31
6 Recommendations to Sida.....	34
6.1 Short-term recommendations	34
6.2 Medium-term recommendations	35
6.3 Long-term recommendations (for the next strategy period)	35
Annex 1 – Terms of Reference.....	37
Annex 2 – Evaluation matrix	47
Annex 3 – Data collection tools	52
Annex 4 – Documentation.....	59
Annex 5 – List of interviewees.....	62
Annex 7 – Survey report.....	64

Abbreviations and Acronyms

CAPDEV	Capacity Development Unit
CIVSAM	Sida's Civil Society Unit
CSO	Civil Society Organisation
DAC	Development Assistance Committee
IATI	International Aid Transparency Initiative
IM	Individuell Människohjälp
KAPAME	Strategy of capacity development, partnership and methods that support the 2030 Agenda for sustainable development
KOM	Sida's Communication Unit
M&E	Monitoring & Evaluation
MFA	Ministry of Foreign Affairs
OECD	Organisation for Economic Cooperation and Development
OPC	Olof Palme International Center
PARTNER	Department for Partnership and Innovation
PGU	Policy on Global Development
RAF	Results Assessment Framework
RFSU	Swedish Association for Sexual Education
SDG	Sustainable Development Goal
SEK	Swedish kronor
SMC	Swedish Mission Council (SMR)
SPF	Sida Partnership Forum
SPO	Strategic Partner Organisation
SSNC	Swedish Society for Nature Conservation
ToC	Theory of Change
ToR	Terms of Reference
UHR	Swedish Council for Higher Education
UI	Swedish Institute for International Affairs
UN	United Nations
UNA	United Nations Association Sweden (Svenska FN-förbundet)
UNDP	United Nations Development Programme
WWF	World Wide Fund for Nature

Preface

This evaluation was contracted by Sida's Communication Unit (KOM) and the Sida Partnership Forum (SPF) through the Sida Framework Agreement for Evaluation Services and conducted by FCG Sweden. The Evaluation Team consisted of Jonas Lövkrona (Team Leader), Johanna Stenersen and Karin Nordlöf. The Draft Report was quality assured by Derek Poate whose work was independent of the evaluation team.

Executive Summary in Swedish

Strategin för informations- och kommunikationsverksamhet, inklusive genom organisationer i det civila samhället, syftar till att informera om svenskt utvecklingssamarbete, samt att främja öppen debatt, folklig förankring, stärkt engagemang och brett deltagande för en rättvis och hållbar global utveckling. Utvärderingens syfte var att bidra till Sidas fördjupade strategirapport till Utrikesdepartementet, och ge rekommendationer för det fortsatta strategigenomförandet och kommande strategiperiod. Uppgiften var att bedöma strategigenomförandet på en övergripande portföljnivå, identifiera vad som fungerar bra och mindre bra, och ge förslag på förbättringar.

Analysen omfattade tre utvärderingskriterier – relevans, koherens och effektivitet. Metoden utgick från Sidas uppdragsbeskrivning och bestod av ett antal fallstudier. Information samlades in genom intervjuer, en webenkät och en dokumentgenomgång. Det bör noteras att även om fallstudierna var noga utvalda är de inte nödvändigtvis representativa för hela portföljen. En annan begränsning var att strategin inte har något egentligt resultatramverk och merparten av de rapporter och utvärderingar som finns att tillgå endast identifierar kortsiktiga resultat.

Utvärderingen visar att strategins relevans och relevansen i genomförandet kan förbättras. Strategiska prioriteringar och förväntade resultat förmedlas inte tydligt och portföljen har därför inte förändrats nämnvärt. Förutsättningar för strategisk kommunikation och evidensbaserad planering har stärkts under strategiperioden, men ytterligare ansträngningar behövs, särskilt på övergripande strateginivå.

Allmänt sett är strategin bred och inte förpliktigande, vilket upplevs som positivt av vissa och negativt av andra. Å ena sidan har genomförandeaktörer en stor frihet att identifiera sina egna målgrupper, kommunikationsaktiviteter och målsättningar. Å andra sidan ryms nästan allt inom ramen för strategin då begränsad vägledning ges om prioriteringar och resursanvändning. Sidas operationaliseringsplan för strategin, och den förändringsteori som beskrivs i detta dokument, är också generella i stora delar och används inte vid planering eller uppföljning av aktiviteter.

Det finns en obalans mellan de tre övergripande strategimålen. Medan ansvaret för de två första målen är relativt tydligt definierat lämnas det tredje målet hängande i luften och beaktas endast i mycket begränsad omfattning. Det andra strategimålet, som liksom det tredje inte fanns med i den föregående strategin, har varit ett relevant tillägg och är betydelsefullt för partnerorganisationers och deras medlemmars verksamhet. Framförallt har det möjliggjort en mer långsiktig planering av kommunikationsaktiviteter med fokus på hela resultatkedjan, från ökad kännedom till engagemang. Sidas aktiviteter har inte utvecklats i någon tydlig riktning och saknar ett tydligt fokus.

Strategin genomförs i stort sett av samma aktörer som under föregående period. Sidas strategiska partnerorganisationer (SPO) har en dominerande roll. Detta bidrar

till kontinuitet och ger förutsättningar för långsiktiga resultat och bärkraft. Samtidigt utgör det ett hinder för den ambition som finns att bredda gruppen av aktörer, till statliga myndigheter, universitet och den privata sektorn. På liknande sätt finns ett betydande utrymme för ett mer strategiskt angreppssätt vad gäller målgrupper. Insatser görs för att ömsom bredda och avgränsa målgrupper men till synes utan vägledning av en djupare målgruppsanalys. Då flera SPO arbetar mot samma (breda) målgrupper finns potential för mer samverkan och synergier.

Det pågår en process för att stärka Sidas kommunikationskapacitet. Ytterligare personalresurser har tillförts och kommunikationskanaler setts över och anpassats efter olika målgruppers behov och intressen. Detta förväntas leda till en mer samordnad och konsekvent strategi för planering, genomförande och uppföljning av kommunikationsaktiviteter. SPO har varierande kapacitet för strategisk kommunikation men i stort sett är kommunikationsaktiviteter väl integrerade i den övriga verksamheten. Under strategiperioden har lärande varit i fokus, delvis på grund av de satsningar som gjorts för att förbättra resultatstyrningen på kommunikationsområdet. Fallstudierna visar att även medlemsorganisationer fått ta del av dessa satsningar. Samtidigt saknas en allmän reflektion över lärdomar på den övergripande strateginivån. De tvärgående perspektiven jämställdhet, mänskliga rättigheter, och fattigdom verkar ha integrerats av organisationerna i relativt hög utsträckning, till skillnad från miljö och konfliktperspektiven.

Även om det finns en viss koherens mellan informations- och kommunikationsstrategin, strategin för stöd genom svenska organisationer i det civila samhället och den s k KAPAME-strategin har synergier mellan de tre strategierna inte prövats i någon högre utsträckning och förblir delvis outnyttjade. Det finns argument för att se över och förbättra Sidas organisation för informations- och kommunikationsstrategin i syfte att uppnå synergieffekter med andra strategier, stärka den strategiska kommunikationen, och minska transaktionskostnader för SPO. Utvärderingen visar att det finns flera, men i huvudsak outnyttjade, synergier mellan information- och kommunikationsstrategin, strategin för stöd genom svenska organisationer i det civila samhället och den s k KAPAME-strategin. Viss samordning av strategigenomförandet sker på handläggarnivå men det saknas en mer systematisk och ledningsstyrd ansats. Synergier mellan de tre strategierna kan utvinnas från: den tonvikt som läggs på politiken för global utveckling i genomförandet av Agenda 2030 i alla tre strategier; satsningar på kapacitetsutveckling av svenska aktörer, inklusive strategiska partnerorganisationer, samt; ambitionen att bredda kommunikationsverksamheten till att även omfatta myndigheter, universitet och högskolor, vilka utgör centrala målgrupper för KAPAME-strategin. Det finns även kopplingar mellan kommunikationsverksamhet i Sverige och globalt. Dessa kopplingar är tydliga hos vissa SPO men kan stärkas överlag.

Sidas nuvarande organisation för informations- och kommunikationsstrategin förefaller inte vara tillräckligt genomtänkt. Insatsportföljen är uppdelad i två vitt skilda delar och hanteras av olika avdelningar på ett osammanhängande sätt, och separat från programstödet under strategin för stöd genom svenska organisationer i det civila samhället. Den tidigare organisationen där CIVSAM med stöd av KOM

ansvarade för handläggningen av insatser har flera fördelar och bör övervägas på nytt. Om en sådan ansvarsomfördelning inte är möjlig i dagsläget bör samordningen och samarbetet mellan SPF och KOM förbättras på flera olika nivåer. Ansöknings- och rapporteringsförfarandet fungerar i stort sett bra men kan effektiviseras ytterligare, bland annat genom att säkerställa att Sidas instruktioner är tillräckligt omfattande och att tydligare och mer strukturerad feedback ges på rapporter. Det noteras även att Sida inte ger någon feedback till SPO på strategigenomförandet i stort, vilket begränsar det gemensamma lärandet. Det har även en negativ påverkan på partnerskapet mellan Sida och organisationerna i stort.

Medan de enskilda insatser som har granskats av utvärderingen i stort sett bedöms ha uppnått sina målsättningar finns det inte tillräckligt underlag för att bedöma måluppfyllelsen på strateginivå. Resultatuppfyllelsen har påverkats av brister i strategin och dess hantering samt, på insatsnivå, av tillgänglig finansiering, personalkapacitet och förändringar i kontexten. Då det inte finns några indikatorer på strateginivå som spänner över hela portföljen och som är direkt kopplade till strategimålen har både Sida och SPO sina egna måttstockar och uppföljningsmetoder. Det är framförallt kortsiktiga resultat som mäts och rapporteras och inte långsiktiga effekter. Utvärderingen visar att resultatuppfyllelsen på denna nivå har varit relativt hög bland de insatser som varit föremål för fallstudier. Många insatser påvisar resultat i form av ökad kunskap, både vad gäller svenskt utvecklingssamarbete och Agenda 2030, samt ett ökat engagemang hos målgruppen på vissa områden. Medan SPO har stärkt sin kapacitet för resultatstyrning av kommunikationsinsatser behöver ytterligare ansträngningar göras för att åtgärda de brister som finns hos medlemsorganisationer och andra organisationer som får bidrag genom SPO. Det tredje strategimålet – oberoende granskning och analys av utvecklingssamarbetet – bedöms inte ha uppnåtts i någon högre utsträckning till följd av de begränsade insatser och medel som tillägnats detta mål. Det finns även en viss överlappning mellan det andra och tredje strategimålet.

Flera faktorer har haft en inverkan på måluppfyllelsen. Förutom brister i strategin och dess hantering på övergripande nivå har tillgång till resurser och personalkapacitet hos organisationerna haft en betydande påverkan. Resultatuppfyllelsen har även påverkats av externa faktorer, framförallt den sjunkande biståndsviljan i samhället och, på senare tid, av Coronapandemin. Den senare har inneburit att många fysiska möten och aktiviteter har ställts in eller skjutits på framtiden. Samtidigt verkar övergången till digitala kanaler har varit relativt smidig. Flera organisationer har fångat upp Corona-pandemin som ett tema i kommunikationen, och lyft fram kopplingarna till globala målen. De bästa förutsättningarna för att uppnå bärkraftiga resultat verkar finnas hos kommunikationsaktiviteter som bedrivs på projektbasis och som kombineras med kapacitetsutveckling, lokalt ägarskap och aktiv målgruppsmedverkan.

Utvärderingen mynnar ut i ett antal rekommendationer till Sida för det fortsatta strategigenomförandet och kommande strategiperiod. Dessa återges nedan.

Rekommendationer på kort sikt (<6 månader)

1. KOM och SPF bör vidareutveckla strategins förändringsteori och resultatramverk. Målen och delmålen bör inordnas i en tydlig resultathierarki och indikatorer tas fram som både Sida och andra aktörer bör rapportera mot på regelbunden basis. Den nya förändringsteorin och resultatramverket bör inkluderas i en uppdaterad strategiplan för 2020–2022, och delges berörd Sida-personal och partnerorganisationer.
2. KOM och SPF bör göra en gemensam analys av hela strategiportföljen för att identifiera kopplingar, överlappningar och luckor i relation till den förfinade förändringsteorin och resultatramverket.
3. KOM och SPF bör göra en djupgående målgruppsanalys på strateginivå och koppla denna till den portföljanslys som rekommenderas ovan. Befintliga målgrupper bör delas upp i mer avgränsade segment, bland annat i syfte att identifiera grupper med relativt lite kunskap och lågt engagemang, och som därmed är viktiga att nå ut till för att uppfylla strategins mål. SPF bör inleda en dialog med partnerorganisationer om hur arbetet med sådana målgrupps-segment kan samordnas.
4. KOM och SPF bör, i samråd med partnerorganisationer, identifiera olika alternativ för att öka stödet till det tredje målområdet – oberoende granskning och analys av utvecklingssamarbetet. En ny utlysning kan övervägas men bör ha ett tydligare fokus på kommunikation och insatser över en längre tidsperiod än ett år.
5. SPF bör revidera instruktionerna för ansökningar i syfte att minimera behovet av kompletteringar efter ansökningstidens slut, samt förtydliga förväntningar på resultatrapporteringen. SPF bör vidare överväga att ta bort den årliga tidsfristen för ansökningar, samt tillförsäkra att alla partnerorganisationer får strukturerad feedback på ansökningar och rapporter.
6. SPF bör anordna ett dialogmöte med partnerorganisationer i början på 2021 för att diskutera hur utvärderingen ska följas upp och vad Sida bör göra för att ge bättre återkoppling till organisationerna om strategigenomförandet i stort. Efterföljande dialogmöten bör inledas med en uppdatering av strategigenomförandet och de resultat som har uppnåtts på aggregerad nivå.

Rekommendationer på medellång sikt (<1 år)

7. KOM bör tillförsäkra ett mer långsiktigt perspektiv i samtliga sina insatser och inordna återkommande aktiviteter i projekt med tydliga mål och budget. Sådant projekt bör särskiljas från löpande kommunikations-aktiviteter, såsom kommunikation via presstjänsten, social media och websidan. Sida bör i detta sammanhang överväga att ta fram en egen kommunikationsstrategi och årliga planer.
8. KOM och SPF bör intensifiera ansträngningarna för att uppnå en mer balanserad sammansättning av genomförandeaktörer för att stimulera en aktiv dialog i det svenska samhället om globala utvecklingsfrågor, och tillförsäkra att olika aktörer

kan bidra till denna dialog. Ökad samverkan med svenska myndigheter, universitet, forskningsinstitutioner, och andra, relativt osynliga, aktörer i utvecklingssamarbetet bör särskilt främjas. Ett särskilt ansökningsfönster för sådana aktörer bör övervägas.

9. KOM och SPF bör inleda en dialog med CIVSAM och CAPDEV för att maximera komplementariteten mellan de tre strategierna. Prioritet bör ges till att identifiera åtgärder som kan underlätta strategisk kommunikation, samordning av kapacitetsutveckling, och synergier i genomförandet av Agenda 2030.
10. KOM och SPF bör genomföra en portföljanalys av konfliktperspektivet i kommunikationsinsatser för att identifiera brister och god praxis som kan presenteras på dialogmöten. SPF bör även säkerställa att den portföljanalys av miljöperspektivet som gjordes 2019 följs upp på ett lämpligt sätt.
11. Sida bör avsätta mer resurser för kompetens- och metodutveckling med fokus på strategisk kommunikation och resultathantering. En plan för detta bör tas fram av SPF tillsammans med partnerorganisationer. Planen bör identifiera särskilda teman och områden för utbildning, utvärderingar, målgruppsanalyser, och andra aktiviteter som främjar lärande.
12. Sida bör överväga att flytta ansvaret för handläggning av SPF-portföljen till CIVSAM. Om detta görs bör CIVSAM utse en fokuspunkt för var och en av partnerorganisationerna och, vid behov, hyra in KOM-personal som stöd vid granskning av ansökningar och rapporter. CIVSAM skulle också, i likhet med SPF, i ökad utsträckning kunna arbeta i "teams" för att dämpa effekten av hög personalomsättning och vakanser.

Rekommendationer på lång sikt (<2 år)

13. Sida bör i god tid påbörja arbetet med att utforma ett underlag till UD för nästa strategi. Underlaget bör tas fram i samråd med partnerorganisationer och andra intresserade aktörer, med utgångspunkt i denna utvärderings resultat och slutsatser. Den nya strategin bör precisera de mål som ska vara uppnådda vid strategiperiodens slut samt effekter på lång sikt samt ge vägledning (inte ställa krav) i fråga om val av genomförandeaktörer, målgrupper och breda tematiska prioriteringar.
14. Sida bör säkerställa att operationaliseringsplanen för nästa strategi innehåller en förändringsteori och ett resultatramverk som förtydligar antaganden och risker i fråga om beteende, kausalitet och kontext. Resultatramverket ska utgöra underlag för ett M&E-ramverk med indikatorer på strateginivå och verktyg för datainsamling. Ytterligare vägledning bör ges om angreppssätt, genomförandeaktörer och målgrupper, samt vad som kan göras för att tillförsäkra synergier med andra strategier.

1 Introduction

The Strategy for Information and Communication Operations, including through Organisations within Civil Society (the *InfoCom Strategy* in short) was adopted by the Swedish government in June 2016 and is valid through 2022. The overall purpose of the support provided through the *InfoCom Strategy* is to provide information about Swedish development cooperation and promote open debate, popular interest, enhanced commitment and increased participation in Sweden for a sustainable global development.

1.1 BACKGROUND, PURPOSE AND OBJECTIVES

As defined in the Terms of Reference (ToR), the main purpose of the evaluation was to assess the implementation of the *InfoCom Strategy* and provide inputs to Sida's in-depth strategy report to the Ministry for Foreign Affairs (MFA), as well as recommendations for the remainder of the strategy period. The evaluation is expected to facilitate learning, promote openness, and contribute to the dialogue within Sida and between Sida and other stakeholders, including Swedish CSOs receiving funds through the InfoCom Strategy.

The overall objective of the evaluation was to assess the implementation of the *InfoCom Strategy* at the overall portfolio level, identifying what works well and less well, and provide recommendations for strategy implementation and the next strategy period.

The primary intended users of the evaluation are Sida's Communication Unit (KOM) and the Sida Partnership Forum (SPF). Secondary users are other units at Sida's Department for Partnerships and Innovations (PARTNER). The MFA and CSOs receiving funds through the InfoCom Strategy have also been involved in the evaluation process.

1.2 EVALUATION OBJECT AND SCOPE

The InfoCom Strategy has three overall objectives, defined as follows:

- Knowledge of Swedish development cooperation implementation and results
- Knowledge dispersion and formation of opinions in order to contribute to poverty reduction and a sustainable global development
- Independent review and analysis of the role of development cooperation and the contribution of other policy areas to sustainable global development

The scope of the evaluation was confined to the implementation of the *InfoCom Strategy* from 2016 to 2020, considering synergies and complementarity with the Strategy of capacity development, partnership and methods that support the 2030 Agenda for sustainable development (internally called the *KAPAME Strategy*) and the Strategy for support via Swedish civil society organisations (the *CSO Strategy*).

1.3 EVALUATION CRITERIA AND QUESTIONS

The evaluation was guided by the evaluation criteria of relevance, coherence and effectiveness and the following three, high-level, evaluation questions:

- Are the interventions within the strategy doing the right thing?
- How well do the interventions within the strategy fit?
- Are the interventions within the strategy achieving its objectives?

As part of the assessment of relevance, the evaluation sought to determine the consistency between the strategy purpose, objectives and portfolio design, the extent to which the strategy supports strategic communication, and the adaptive capacity of stakeholders. The assessment of coherence focused on the alignment with other relevant strategies and the management set-up at Sida. With regard to effectiveness, the evaluation assessed the contribution to the strategy's overall goals/results areas, the factors contributing to the achievement and non-achievement of results, and, to some extent, sustainability and the capacity of implementing actors.

The sub-questions proposed in the ToR were further refined during the evaluation process and are presented, together with methods and sources, in the Evaluation Matrix in Annex 2.

1.4 STRUCTURE OF THE REPORT

Following the executive summary and this introduction (chapter 1), the report introduces the evaluation methodology (chapter 2) and the evaluation object (chapter 3). Chapter 4 is the main part of the report. This chapter presents the observations, analysis and findings of the evaluation team by evaluation criteria. Findings are highlighted in bold font, normally in the beginning of a paragraph. The report ends with a concluding chapter (chapter 5) and a set of key recommendations to Sida (chapter 6).

2 Methodology

2.1 OVERALL APPROACH

In line with the ToR, the evaluation was conducted through a utilisation-focused approach. This means that the evaluation team has considered how each step of the process will affect the use of the evaluation, and sought to ensure that KOM and SPF (the primary intended users) benefit not only from the deliverables (reports) but also from the process as such, including through joint reflections and discussions that otherwise may not have taken place. In addition, the active involvement and participation of key stakeholders (including other relevant Sida units, CSO partners and MFA) has been ensured through interviews and a stakeholder workshop.

The evaluation methodology has been discussed in several meetings and email exchanges with Sida's evaluation manager and the Sida steering group for the evaluation. A refined methodology was presented in the *Inception Report* and agreed upon in the following inception meeting. Sida has also had the opportunity to review and comment on the Draft Evaluation Report. A dissemination workshop will be organised to present the final results of the evaluation.

While the ToR calls for a gender-responsive approach, it was agreed during the inception phase that the evaluation should assess how the four Sida “perspectives”¹ have been integrated in communication activities. This issue is addressed in section 4.1.5.

As noted above, the evaluation focused on overall strategy implementation and results, portfolio development and management. At the same time, it draws on evidence from individual contributions and activities, or case studies. During the inception period a sample of such case studies was selected. The selection was guided by four main criteria:

- Type of activity/organisation
- Financial volume
- Objectives
- Target groups

The ambition was to (a) arrive at a balanced selection of different types of activities/organisations, (b) cover a significant share of the funds allocated through the *InfoCom Strategy* while at the same time include both large and relatively small contributions, (c) ensure that contributions to the three overall strategy objectives could be studied, and (d) allow for the study of contributions directed at different target groups. Due consideration has also been given to the themes addressed (a wide

¹ Gender equality, environment and climate, peace and security, and human rights and democracy.

range), the status of the activity (completed/ongoing), and the availability of data. Table 1 below presents details on the selected sample².

Table 1 Case studies

Case studies	Type of activity/ organisation	Financial volume (SEK) 2016-2020	Strategy objective (O1-O3 ³)	Target groups
Sida KOM portfolio				
“Media cluster”	Press (articles, analyses, reports)	2,4 million	O1	Academia, civil society, general public, private sector, politicians, journalists
	Social media	3,5 million	O1	Academia, civil society, general public, politicians, journalists, youth
	Web (Sida.se)	6,7 million	O1	Academia, civil society, general public, municipalities, authorities, private sector, politicians, journalists, youth
Sida Alumni	Meetings, workshops, web	9,7 million	O1	Youth
Global goals, call for proposals	All activities	24,8 million	O1, O2, O3	All target groups
Development Forum	Annual conference	3 million	O1	Academia, civil society, private sector, politicians, journalists
Hiertanämnden	Stipends to journalists	4,4 million	O3	Journalists
Sida SPF portfolio				
ForumCiv	Umbrella	194,9 million	O2, O3	Civil society, private sector, politicians, journalists, youth
UNA Sweden (FN-förbundet)	Solidarity-based	21,8 million	O2, O3	Students, teachers, civil society, municipalities, authorities, private sector, politicians, journalists, youth, own members

² The data in the above matrix is partly retrieved from portfolio analyses conducted by Sida. The financial data have been made available by Sida's controller and includes all contributions during the strategy period, from 2016 to date.

³ O1-O3 refers to the three overall objectives of the InfoCom Strategy, defined in section 1.2.

Case studies	Type of activity/ organisation	Financial volume (SEK) 2016-2020	Strategy objective (O1-O3 ³)	Target groups
Swedish Mission Council (SMC)	Faith-based	42,5 million	O2, O3	Own members (main target group), children, civil society, general public, politicians, journalists, youth
Afrikagruppen	Solidarity-based	13 million	O2	General public (main target group), academia, politicians, youth
WWF	Environment	27,4 million	O2	Immigrants and youth (main target groups), academia, children, civil society, general public, municipalities, politicians, journalists, own members
Union to Union	Labour movement	90,1 million	O2	Own members (main target group), private sector, politicians, journalists, youth

2.2 METHODS AND TOOLS FOR DATA COLLECTION

Data collection was carried out through a mix of methods and tools to ensure a rich data set and allow for triangulation, where possible. The following methods and tools were used:

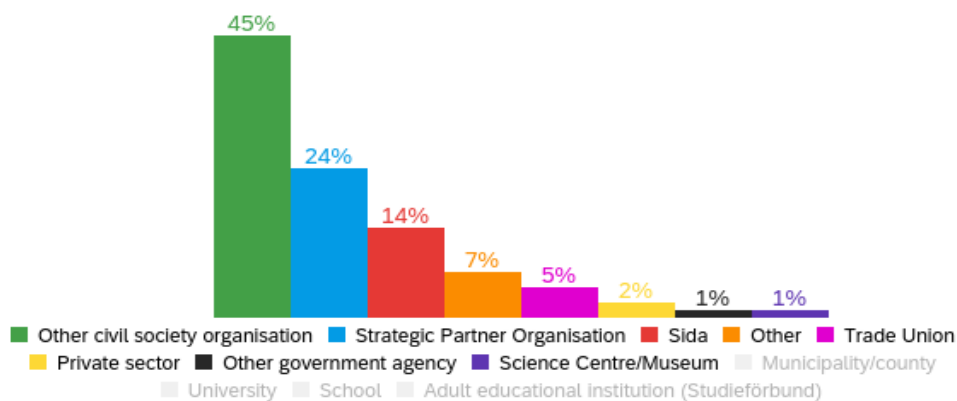
- Desk review of existing reports and other documents
- Interviews with key informants (Sida, CSOs, MFA)
- On-line survey targeting a broad range of implementing actors

The desk review was conducted based on documents and data in the following main categories: strategy plans, guidelines and reports; other relevant strategies; Sida's own portfolio analyses and compilations of data on contributions; media monitoring reports; reports of public opinion polls, and; applications, reports, Sida assessments, and evaluation reports pertaining to the case studies. A document analysis guide was used to ensure that the desk review was conducted in a systematic manner. The full list of documents collected and reviewed can be found in Annex 4.

Key informants for interviews were identified by the Evaluation Team in consultation with Sida. In total, 42 individuals were interviewed, including Sida staff (21), CSO staff (18), and MFA staff (3). A full list of key informants interviewed is presented in Annex 5. All the interviews were semi-structured and based on interview guides developed during the inception phase.

The on-line survey complemented other data collection methods and helped to enhance the outreach of the evaluation. The survey was disseminated to Sida, all the Swedish SPOs and other CSOs that receive contributions through the *InfoCom Strategy*, sub-grantees of SPOs, and organisations and actors that have been supported through Sida's calls for proposals. In total, the survey was sent to 141 individuals, of which 87 completed it, giving a response rate of 61 percent. A breakdown on different categories of respondents is provided in Figure 1.

Figure 1 Survey respondents by category



2.3 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

The data was reviewed through a deductive approach. All data was categorised by evaluation question and entered into a data analysis sheet. The data analysis sheet helped the evaluation team to identify patterns, associations, and causal relationships, as well as to define findings and recommendations. The stakeholder workshop served to validate the preliminary findings presented by the evaluation team and provided inputs to recommendations.

2.4 ETHICS AND PARTICIPATION

The evaluation was conducted in line with the OECD/DAC Guidelines on Quality Standards for Development Evaluation. Accordingly, the evaluation team adhered to the principles of impartiality, independence and credibility. Stakeholders' confidentiality was protected when requested or as needed. Informed consent was sought in each interview and the rights to confidentiality and anonymity explained, including in the message sent out along with the survey. The use of criteria for the selection of contributions for further study ensured that there was no undue influence on the sample, although several of Sida's suggestions have been included.

As elaborated on above, the evaluation had a utilisation focus and promoted the participation of stakeholders in the evaluation process, including through interviews

and a workshop. The comments on the Draft Evaluation Report will be handled in a systematic manner, through the use of a response matrix. The latter will capture both general and specific comments, the evaluation team's response to these comments, and the changes, if any, made to the report.

2.5 LIMITATIONS

The boundaries of the evaluation are defined in the ToR and were further discussed and agreed upon in the *Inception Report*. The latter included the decision to restrict the study of individual contributions to a sample of case studies. As elaborated on above, the case studies were selected based on four main criteria to ensure a balance with regard to the type of organisations/activities, contribution budgets, and target groups. Nevertheless, it should be acknowledged that the observations and findings may not be representative for all contributions under the *InfoCom Strategy*.

The other main methodological limitation was the overall lack of data on outcome-level change. As further elaborated on in Chapter 3 there is no M&E framework for the *InfoCom Strategy* and no aggregated indicators are collected or reported on. In addition, individual contributions are in many cases monitored and evaluated based on indicators related to outreach of activities, rather than contribution to knowledge and attitudinal/behavioural change. This meant that the evaluation team could not, as planned, make use of the Contribution Analysis approach to causal analysis. At the same time, the interviews, desk review and survey ensured that the evaluation team obtained a good understanding of why results did or did not occur, and the roles played by the interventions and other influencing factors. It also allowed for corroborating findings from several data sources.

Due to COVID-19 some interviews were conducted on-line. This was also the case with the stakeholder workshop. In the evaluation team's experience, the remote nature of data collection did not have any implications for the quality of the evaluation.

3 Evaluation object

As noted above, the InfoCom Strategy sets out three main objectives for the support to information and communication activities within Swedish development cooperation. These main objectives are complemented by eleven sub-objectives, presented in Table 2.

Table 2 Objectives and sub-objectives of the InfoCom strategy

Objectives/results areas	Sub-objectives
O1. Knowledge of Swedish development cooperation implementation and results	1. Increased understanding of Sweden's policy for Global development (PGU) and 2030 Agenda with the Sustainable Development Goals (SDGs). 2. Increased knowledge of the role of development cooperation in a sustainable global development. 3. Increased knowledge on that Sweden's officially financed foreign aid being implemented in a broad collaboration between different actors. 4. Increased knowledge on that Sweden give support through international organisations like UN and development banks and is an important actor within the framework of EUs development cooperation.
O2. Knowledge dispersion and formation of opinions in order to contribute to poverty reduction and a sustainable global development	5. Increased knowledge on the implementation of Sweden's policy for Global development and 2030 Agenda with the SDGs. 6. Enlarged popular participation in the effort towards a sustainable global development. 7. Increased knowledge about the driving forces and barriers which affects and govern a sustainable global development. 8. Increased knowledge in what way you as an individual can do to contribute to sustainable global development.
O3. Independent review and analysis of the role of development cooperation and the contribution of other policy areas to sustainable global development	9. Increased visibility of development issues in the public debate. 10. Broadened coverage and increased interest by scrutinizing actors for global development and aid issues. 11. Increased knowledge on the contribution of different policy areas to a sustainable global development.

The portfolio of contributions under the *InfoCom Strategy* is split into two main parts. One part that is managed by Sida's Communication Unit (KOM) and includes, but is not limited to, Sida's own communication projects. This part of the portfolio is mainly, but not uniquely, geared towards the first objective of the *InfoCom Strategy*. Sida's Head of Communications is also the formal owner of the *InfoCom Strategy*. The second part includes contributions to the communication activities of CSOs, mainly Sida's Strategic Partner Organisations (SPOs) and their member organisations and affiliated organisations. This part is managed by the Sida Partnership Forum (SPF) and is mainly geared towards the second objective. Both Sida and the CSOs are expected to contribute to the third objective.

The *InfoCom Strategy* is implemented based on an overall *Operational Plan* and, since 2019, on a rolling three-year plan, updated on an annual basis. The *Operational Plan* defines the Theory of Change that under-pins the strategy, including a cross-cutting results hierarchy anchored in William McGuire's "Information Processing theory" (Figure 2). It also sets out Sida's priorities under each of the three objectives/results areas, linkages with other strategies, responsibilities for monitoring and evaluation, etc. The three-year plans include an update of the context analysis and of Sida's priorities and activities.

Figure 2 William McGuire's "Information Processing theory"



Funds for the implementation of the *InfoCom Strategy* are allocated in the Swedish government's annual letter of appropriation to Sida. For 2020, SEK 155 million was allocated. At the time of the evaluation, expenditures under the Sida portfolio totalled SEK 217 million for the period 2016-2020. Contributions (no expenditure data was available) under the CSO portfolio amounted to a total of SEK 596 million. The current portfolio of contributions under the *InfoCom Strategy* is presented in Table 3.

Table 3 Contribution portfolio 2020, InfoCom Strategy	
Sida KOM portfolio	Sida SPF portfolio
One World	WWF 2018-2022
UI Cooperation Agreement 2017-2020	UNA Sweden “Glokala Sverige”
Hiertanämnden 2017-2020	SSNC 2017-2020
UNDP 2019-2022	Church of Sweden 2019-2021
IATI Members Assembly	RFSU 2018-2022
Press 2019-2020	IM 2019-2023
SDGs, call for proposals 2019-2020	OPC 2020-2023
Results communication 2019-2020	OPC, Coordination “Glokala Torget” 2020-21
Alumni 2020-2022	Plan Sweden 2019-2024
Almedalen 2020	Union to Union, 2020-2022
Development Talks 2020	ForumCiv 2020-2022
Development Forum 2020	Afrikagrupperna 2017-2020
Social media 2020	Diakonia 2016-2018, 2019, 2020
Sida.se 2020	We Effect 2018-2022
OmVärlden 2020-2022	Save the Children Sweden 2020-2023
Teachers’ seminars 2020	Kvinna till Kvinna 2018-2021
DevCom 2015-2019 OECD	Swedish Committee for Afghanistan 2018-2021
	SMC 2018-2021
	UHR, “Glokala Skolan” 2020

4 Findings

4.1 RELEVANCE

The evaluation criterion of relevance is in this evaluation used to gauge to what extent the strategy purpose, objectives and portfolio design is consistent and responds to the needs identified by stakeholders. Relatedly, the evaluation has, in line with the ToR, assessed the composition of implementing actors and target groups for the *InfoCom Strategy*, as well as the extent to which implementation facilitates strategic communication and the use of lessons learnt to inform future planning.

4.1.1 Strategy objectives, operational plan, and theory of change

The *InfoCom Strategy* is broad and generally non-committing. This presents both opportunities and obstacles. It leaves the freedom to implementing actors to identify their own target groups, communication activities and objectives. At the same time, the lack of clear priorities and guidance has resulted in a scattered portfolio from which aggregate results are difficult to capture. The purpose of the *Operational Plan*, including the Theory of Change, is not clear since it is not widely shared or used. As mentioned above, the overall purpose of the *InfoCom Strategy* is to inform about Swedish development cooperation, promote an open debate, popular interest, enhanced commitment, and increased participation in Sweden for a sustainable global development. Three overall objectives and eleven sub-objectives are defined to this end. The arrangements for implementation are outlined in an *Operational Plan*, including a Theory of Change, and in annual plans, which provide an update of the context analysis and of Sida's priorities and activities.

Interviews reveal that there are different opinions on the focus, scope and design of the *InfoCom Strategy*. Many stakeholders think that the *InfoCom Strategy* provides a flexible and responsive framework for the information and communication of Sida and the CSOs. CSOs welcome the addition of an objective to promote open debate and increase popular engagement (the previous strategy mainly focused on increasing knowledge). All organisations in the case study sample noted that this change has had a positive effect on their ability to design and work strategically with communication interventions from a long-term perspective, which is critical for ensuring that knowledge leads to engagement and action. For ForumCiv and SMC, the two umbrella organisations in the sample, it has also made it easier to build strategic partnerships with member organisations and sub-grantees, and made training and capacity building of such organisations more meaningful.

On the other hand, there is a common opinion that the *InfoCom Strategy* is vague and too broad. Many interviewees feel that not enough guidance on priorities (or non-priorities). In general, the relationship between the three overall objectives/results areas is not clear. While the *Infocom Strategy* indicates that the three objectives should be mutually reinforcing and that many activities should contribute to more

than one objective, the portfolio is dominated by contributions related to the second objective, and, to a lesser extent, the first objective. The third objective – independent review and analysis – is not clearly justified by the strategy other than the emphasis given to the role of journalists in the public debate and receives relatively limited attention in practice. The sub-objectives have been particularly difficult to monitor and report against. Many of them overlap and there is a lack of consistency as to how they are formulated. Several of the sub-objectives are about what should be communicated, while others are more about what will happen if the overall objectives are achieved.

Sida's *Operational Plan* could to some extent have addressed the shortcomings of the *InfoCom Strategy* but is also very general in most parts. According to interviews, possibly because of its general nature, the *Operational Plan* (or the annual strategy plans) is not widely consulted by Sida staff or used as a basis for decision-making. In addition, many CSOs are not even aware of the existence of the *Operational Plan* and annual plans (let alone the strategy reports), or merely seen them mentioned to them in communication with Sida. There is no reference to the plans in Sida's application instructions to the CSOs or in the calls for proposals.

The Theory of Change (ToC) defined in the *Operational Plan* is based on William McGuire's "Information Processing theory" (see diagram in Chapter 3). However, the ToC is not elaborated on in great detail, nor is McGuire's underpinning communication theory. Together they offer a rather rudimentary results hierarchy, which is perceived in different ways and creates ambiguity as to how the ToC should be operationalised in practice. Some interviewees at Sida refer to it more as an idea of *how social change occur*. Since the ToC is merely presented in the *Operational Plan*, which is not shared outside Sida, the case study CSOs use their own ToCs. However, these ToCs have been designed for the organisations as a whole, and are not limited to communication. In fact, communication is seldom explicitly referred to in the ToCs. Interviews indicate that ForumCiv, for instance, use its ToC as a basis for assessing the communication activities proposed by its affiliated organisations, i.e. to ensure that the proposals are aligned with ForumCiv's strategic approach.

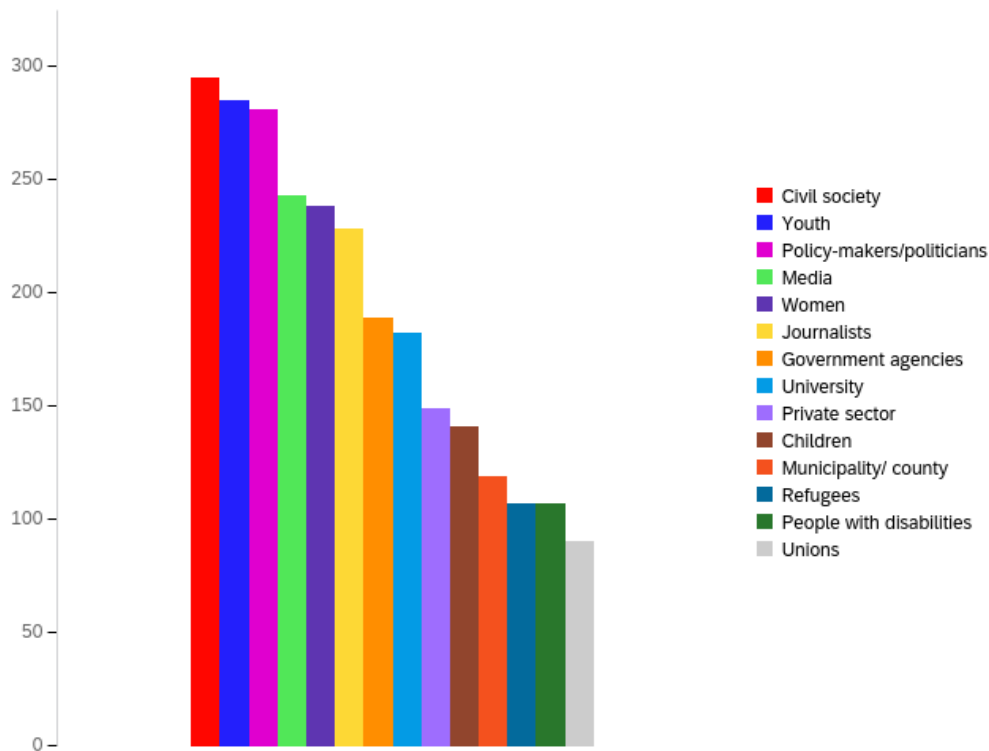
4.1.2 Overall portfolio design, implementing actors and target groups

In the absence of a strategy and operational plan with a clear focus and scope, the portfolio of contributions under the *InfoCom Strategy* has evolved organically. While the individual contributions may be relevant and justified in their own right, the portfolio comes across as scattered. The implementing actors remain largely the same although opportunities to engage with new actors have emerged. The portfolio of contributions is divided into two: one containing the activities and initiatives implemented and/or managed by Sida's Communication Unit (KOM), and the other containing the CSO contributions, which are managed by the Sida Partnership Forum (SPF). The lion's share of the funding is directed to the CSOs and their member organisations and affiliated organisations. For 2020, the Swedish government allocated SEK 155 million to the implementation of the *InfoCom Strategy*, of which SEK 25 million were set aside for Sida's communication activities.

Details on the current composition of the portfolios are presented in Table 3 above. Sida's own activities can be categorised into four groups: day-to-day communication (press, social media and web platform); partner implemented initiatives (DevCom and UNDP), annual events (such as Development Forum and Almedalen); and projects targeting specific audiences (such as Sida Alumni and teachers' seminars). The budget of these initiatives varies significantly. The CSOs implement programmes that run over a three five-year period with the 2030 Agenda and the SDGs as the common overall focus. While Sida's own activities are meant to particularly contribute to the first overall objective of the *InfoCom Strategy* (increased knowledge) the CSO contributions mainly fall under the second objective (increase knowledge, engagement and debate). The third objective is to some extent pursued by both Sida and the CSOs, but to a relatively limited extent (see section 4.3.3).

The communication activities of the CSO are mainly guided by project-specific results frameworks. One SPO commented that it would be easier to identify synergies and develop common approaches if they have had the full overview of the strategy portfolio. There is also potential for expanding the group of implementing actors beyond the SPOs to other actors that are engaged in Swedish development cooperation, especially government authorities and academia. In line with the *Infocom Strategy* this would help to promote a more active dialogue on development issues in Swedish society, and support actors from different sectors to participate in this dialogue.

Figure 3 Which of the following are the primary target groups for your information and communication activities?



There are conflicting ambitions of both expanding and further delimiting target groups, and a general lack of coordination of interventions that focus on the same (broad) groups. The *InfoCom Strategy* allows Sida and the CSOs to define their own target groups for information and communication activities, but stipulates that Sida should ensure a balanced and broad composition. Figure 3 shows that, in practice, civil society is the most prioritised, primary target group for interventions, closely followed by youth and decision-makers⁴. Decision-makers and journalists are also widely targeted, although the interviews and reports suggest that these two groups have been particularly difficult to reach.

The target groups are typically very broad and described in general terms. They also often overlap. Interviews indicate that there is an ambition to expand outreach to new target groups, but the underlying argument for that was not always clear. Before expanding it might be worthwhile to deconstruct the target groups categories and look closer into which part of civil society, youth, etc, that are essentially targeted and which ones are not. The graph also shows that some target groups are under-represented, such as the private sector, children, municipalities and people with disabilities. As also suggested by some interviewees, rather than broadening the target groups even further, the focus should be on defining existing target groups more closely. This would allow for more elaborate and strategic target group analysis and give the organisations time to develop methods and skills. Specialisation could also be beneficial for capacity building. Yet, there is a seemingly shared experience that the concept of “a broad general public” in fact conceals pockets of the population that many interventions fail to reach, and consequently that important target groups are left out.

Since contributions are geared towards the same (broad) target groups, there is a significant scope for collaboration and synergies. The SPOs are already in the process of strengthening partnerships with other actors, but interviewees commonly agree that more is warranted. The annual dialogue meetings organised by SPF is an important dialogue platform but could be even more oriented towards finding synergies, according to interviewees in several CSOs. WWF, for instance, would like to collaborate with other CSOs in developing strategies for targeting youth. Evaluations carried out by ForumCiv have similarly identified challenges for reaching this target group, suggesting new approaches and arenas.

4.1.3 Conditions for strategic communication

While the capacity of strategic communication varies across organisations, the general perception is that communication initiatives and activities are well-integrated and that plans and tools exist for this purpose. Both Sida and CSOs have strategic communication competence but the priority given to this area varies. Sida is

⁴ Multiple answers were possible. The respondents were asked to rate the primary target groups (from 1 to 5). The y axis shows the sum of this rating. Categories are similar to the ones used in Sida's own portfolio analyses.

in the process of strengthening its communication capacity. Additional human resources have been added to KOM, including for press services and social media. In addition, Sida's web (sida.se) is currently being revamped with the intention to adjust the design according to different target group's needs and interests. This process will potentially result in a more coordinated and systematic approach across communication channels, including in terms of monitoring and measuring results.

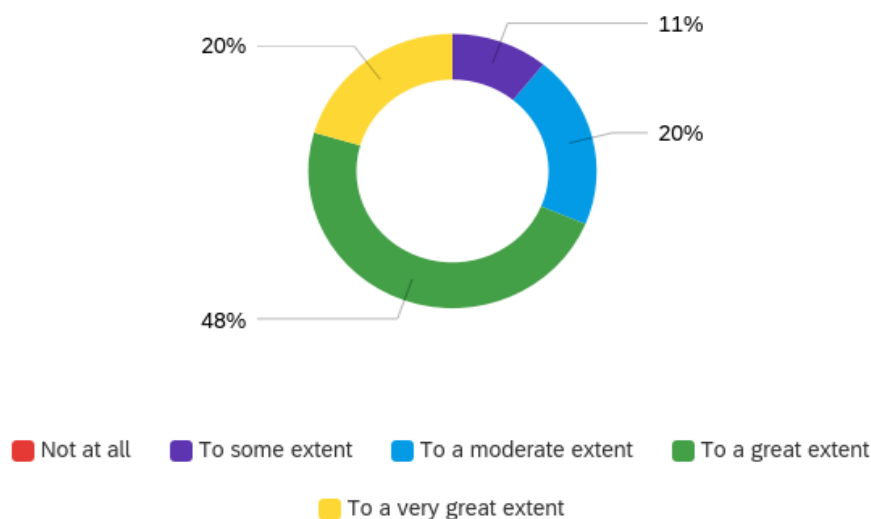
Many CSOs have written communication strategies. In the survey, 87 percent of the respondents stated that their organisations had such strategies in place. Yet, interviews indicate that the quality of communication strategies vary; some are outdated and some are not actively used. There is also some confusion what constitutes a communication strategy. Some referred to communication policies, others to annual activity plans and similar documents where communication is mentioned or have a separate section.

Nevertheless, results from the survey show that a vast majority of the respondents estimate that the information and communication activities to a rather large extent are integrated in other activities in the organisation. Interviews with SPOs suggest that communication is considered in the strategic and annual planning of the organisation as a whole. There are also several examples of efforts to enhance the link between communication and development work. At the same time, several interviewees, both in Sida and the SPOs, expressed concern that strategic communication and communication work is not given adequate priority in the organisation. In general, communication seems to be most valued in organisations where the communication function is represented in senior management.

4.1.4 Learning capacity

Learning has been in focus during the strategy period, partly due to the increasing attention given to results-based management among the SPOs. Many SPOs work in a consistent manner to be or become a learning organisations, and to extend the learning in their member organisations. At the same time, there is a general lack of reflection on lessons learnt at the aggregate strategy level. As shown by Figure 4, 70 percent of the respondents perceive that their organisations document lessons learnt and that lessons learnt are used to inform planning (to a large or very large extent). From interviews and reports, it is clear that SPOs invest substantial resources for the purpose, both for training and supportive monitoring, while improving systems and methods for knowledge transfer and organisational learning.

Figure 4 To what extent has your organisation documented and used lessons learnt as an input to planning?



One partner organisation (UNA Sweden) works with continuous evaluation together with an external researcher, an approach that allows for immediate input and adjustment of activities. Another partner organisation (WWF) works with a circular monitoring plan, PDSA (Plan, Do, Study, Act) that similarly helps to ensure that communication work is based on an analysis of both qualitative and quantitative data in the “Do-phase”. A third organisation (SMC) has adopted the Outcome Harvesting approach, and introduced this approach to its member organisations. Nevertheless, as elaborated on in section 4.3.2, the quality of the reporting on results varies, indicating that further efforts are warranted.

Evaluations are used both for accountability and learning purposes. Most Sida activities are subject to regular, external evaluations, but these evaluations tend to have an operational focus that mainly looks at how the activity could be better implemented next time. This is also the case with some of the evaluations initiated by the SPOs. The latter tend to be carried out towards the very end of an activity, at which time the design of a new project or project phase has already been started or completed. This reduces the usefulness of the evaluations. Interviews highlight that there is a general lack of strategic and thematic evaluations.

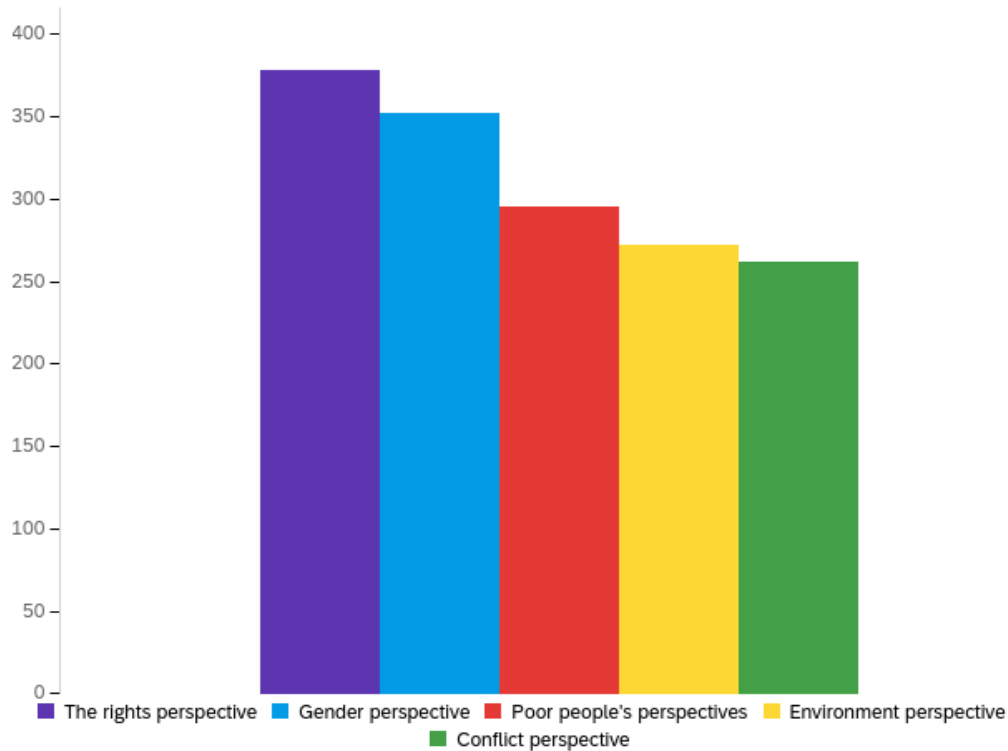
Learning is also promoted through the training and annual dialogue meetings organised by Sida, as further discussed in section 4.2.2.

4.1.5 Integration of the Perspectives

Sida has adopted five cross-cutting perspectives – poverty, human rights, environment and climate, gender equality and conflict – that should permeate all that the organisation does. In the web survey respondents were asked to assess to what extent their organisations had accomplished to integrates these five perspectives in

the communication activities funded through the *InfoCom Strategy*. The responses are presented in Figure 5.⁵

Figure 5 To what extent have you integrated the five perspectives in your information and communication activities?



Most but not all of the perspectives appear to be relatively well integrated in CSO programming. In general, the environment and climate perspective as well as the conflict perspective need to be further strengthened. Additional analysis of the application of other perspectives in communication activities may also be warranted to identify good practices. The figure shows that the perception is that the rights and the gender/equality perspectives are the perspectives that have been best integrated in information and communication activities. Environment and climate and the conflict perspectives are perceived to be the least integrated. A similar picture emerges from interviews and the desk review conducted as part of the evaluation.

While the level of integration of respective perspective varies, most of the case study organisations have missions, visions and strategic objectives that reflect one or several perspectives. This is true for Afrikagrupperna, for instance, which sees itself as a feminist organisation, and thereby has fully embraced the gender equality perspective. Its programme as well as communication work in Sweden has a

⁵ The respondents were asked to rate the extent of integration of the perspectives from 1-5 (i.e. from not at all integrated to integrated to a very high extent). The y axis shows the sum of this rating.

particular focus on promoting women farmer's rights, and in this connection also addresses the perspectives of poverty, rights, environment and climate, and conflict/power relations. Like several other SPOs, ForumCiv has adopted an overall rights-based approach to programming, which is also reflected in its communication activities and messages. The rights-based approach is integrated in every step of the learning management cycle, and extends to affiliated organisations through the training and other forms of capacity building provided by ForumCiv. A third example is Union to Union, which also operates from a rights-perspective. Its programme *Just Transition* communicates the organisation's efforts to promote labour rights from a poverty and environmental perspective.

Sida's communication activities often highlight results and themes related to the five perspectives. The most recent media monitoring report available to the evaluation team (January-June 2019) shows that Sida's support in the areas of climate and environment, gender equality, and poverty reduction are particularly visible in media. Interviews indicate that individual stories of change are often key in the greater narrative of what Swedish development cooperation is about and multiple perspectives can be emphasised in one single story.

In 2019, Sida's Helpdesk for Environment and Climate Change conducted a portfolio analysis of the CSO contributions managed by SPF. The analysis shows that only two of the contributions have environment and climate as a focus area (WWF and SSNC) and another two contributions (Diakonia and Union to Union) have integrated the environment and climate perspective in an adequate manner. Eleven contributions were found to completely ignore the perspective while some contributions addressed it to some extent. Four of the organisations had conducted some kind of environmental assessment as part of the design of the activity but only one of these assessments was deemed to be of adequate quality. The portfolio analysis further showed that Sida had assessed the environment perspective in all contributions, although the assessments varied in scope and quality.

While the analysis ended with several recommendations to Sida on how to strengthen the environment and climate perspective in communication, interviews indicate that limited action has been taken so far. The other perspectives have not been subject to any similar analysis. It is also noted that Sida's application instructions do not include any reference to the perspectives.

4.2 COHERENCE

4.2.1 Alignment and synergies with other relevant strategies

Coherence relates to the consistency of an intervention with other interventions in the same context. In line with the ToR, this evaluation considers the consistency of the *InfoCom Strategy* with the *Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development 2018-2022* (internally called the *KAPAME Strategy*) and the *Strategy for support via Swedish civil society organisations for the period 2016-2022* (the *CSO Strategy*).

The funds allocated to Sida⁶ under the *KAPAME Strategy* are meant to contribute to: a) capacity development of actors in partner countries to implement and participate in the global dialogue on the 2030 Agenda; b) strengthened collaboration and partnership among a range of actors, including Swedish actors, in the context of the global implementation of the 2030 Agenda; c) greater access to and stronger impact for innovative forms of collaboration, financing and methods, and; d) strengthened capacity and learning in the Swedish resource base for the implementation of 2030 Agenda. The latter objective also includes an ambition to increase Swedish representation in strategic positions in international development cooperation – and ensure greater use and feedback of Swedish expertise and experience. In turn, the *CSO Strategy* is expected to contribute to: a) strengthened capacity within civil society in developing countries to contribute to poverty reduction in developing countries, and; b) promoting an enabling environment for civil society organisations in developing countries.

There are few existing synergies between the three strategies. Some coordination takes place but is not systematic or management led. At the same time, several potential synergies are emerging, including with regard to the role of Swedish authorities in communication and the links between the implementation of the 2030 Agenda in Sweden and globally. The three strategies do not include any written references to each other. This is notable especially in view of the facts that the *Infocom Strategy* and *CSO Strategy* have the same implementing partners (Swedish SPOs and their members and affiliated organisation), and that the *KAPAME Strategy* is intended to complement other strategies with a particular focus on capacity development, partnerships and methods for the implementation of the 2030 Agenda. Although communication is not singled out as a means *per se*, advocacy is an important part of the implementation of the *CSO Strategy*. However, no link is made with communication and the formation of public opinion in Sweden. The *InfoCom Strategy* should “contribute to improved conditions for sustainable developed for people living in poverty in all its dimensions, and increased respect for human rights”, but the pathway to this end is not explained.

Two organisations – the Swedish Council for Higher Education (UHR) and UNA Sweden – receive funds from both the *InfoCom Strategy* and the *KAPAME Strategy*. Other CSOs benefit from the *KAPAME Strategy* through the funding provided for capacity development of the Swedish resource base, which include CSOs. Specifically, funds from the *KAPAME Strategy* is used for the training courses run by SPF. Otherwise, the main implementing actors of the *KAPAME Strategy* are Swedish government authorities and universities. This is a group of actors that Sida would like to engage also in communication activities.

In practice, the coordination that takes place between the three strategies is relatively limited and mostly operational in nature. SPF and CIVSAM (the Sida unit managing the *CSO Strategy*) seek to ensure that application guidelines for SPOs are

⁶ Funds are also allocated to the Swedish Institute (SI).

consistent, and some joint preparation takes place before annual review meetings. Interviews also indicate that SPF staff often contact CIVSAM staff in connection with the assessment of applications. With regard to the *KAPAME Strategy*, a concrete example of coordination can be found in this year's Development Forum. Organised by Sida and funded through the *InfoCom Strategy*, Development Forum is an annual conference for Swedish actors working for a global sustainable development. The 2020 event had partnership and SDG 17 as a theme and, according to interviews, KOM and CAPDEV (Sida's Capacity Development Unit, which manages the *KAPAME Strategy*) together developed the agenda.

There are pros and cons of having a stand-alone *InfoCom Strategy*. When presenting clear objectives and priorities, a strategy could help to ensure the efficient and effective use of resources. This is not necessarily the case at present.

As noted above, the *InfoCom Strategy* is perceived as being very general and some criticise it for not providing proper guidance and clear priorities. It is noted that the current *InfoCom Strategy* is only the second in order, the first one covering the years 2010 to 2014 (extended to 2016). Despite its shortcomings, the *InfoCom Strategy* is perceived to add weight to the importance of communication, especially given the fact that other strategies do not pay any significant attention to communication. There is also the argument that the existence of a strategy ensures that the funds allocated for information and communication activities in the Swedish government's annual appropriation letter to Sida are not merely used for covering general communication costs.

An idea that was floated by several interviewees is to sign one agreement with SPOs covering both the contributions from the appropriation for information and communication activities and the CSO appropriation. This would make it easier to streamline application and reporting procedures, and possible also to find linkages between communication and development work. If the *InfoCom Strategy* is abolished in the future, it could be agreed that a certain percentage of the contribution should be used for communication in Sweden, with details provided in applications. Guidance and requirements on the use of the contribution for communication activities could be provided in general application instructions. Should the CSO portfolio be integrated with the CSO appropriation, Sida could develop its own communication strategy to guide the design and implementation of activities that currently fall under the *InfoCom Strategy*.

4.2.2 Sida's management set-up and Sida-CSO relationships

The current organisational set-up for the management of the *InfoCom Strategy* by Sida does not appear to be effective. Responsibilities have been shifted from one Sida unit to the other without clear justification and consideration of the best use of resources. The *InfoCom Strategy* is managed by two Sida entities – SPF and KOM. While SPF manages the CSO contributions, the KOM portfolio includes both Sida's own activities as well as contributions to other actors. SPF sits under the Department for Partnerships and Innovations (PARTNER), which also includes CAPDEV and CIVSAM, the strategy owners of the *KAPAME Strategy* and *CSO Strategy*, respectively. KOM had department status until 2018 but is since a unit

within the Department for Human Resource and Communications. It is noteworthy that, at the time of the previous InfoCom Strategy (2010-2014), the CSO portfolio was managed by CIVSAM, supported by KOM (KOM staff were assigned to CIVSAM). KOM and SPF have both assigned strategy coordinators for the *InfoCom Strategy*. These coordinators are responsible for ensuring that portfolio analyses are conducted on a regular basis, developing strategy plans and reports, and supporting the dialogue with partners, as required.

The decision to transfer the CSO portfolio from CIVSAM to SPF appears to have been based on other considerations than ensuring the best and most efficient set-up for the *InfoCom Strategy*. SPF is primarily Sida's training centre and is located in Härnösand. Prior to being entrusted the overall responsibility for the CSO portfolio under the *InfoCom Strategy*, SPF did not have any experience from contribution management, and its communication expertise remains limited. Interviews also indicate that the staff capacity is very stretched and there is limited exchange of expertise with KOM. Moreover, some CSO representatives remark that it would be easier if they only had one focal point at Sida for both the *InfoCom Strategy* and the *CSO Strategy*, which was the case before. There is also a lack of linkages between the portfolios managed by SPF and KOM, which to some extent could be explained by the geographical distance. One advantage of SPF managing the CSO portfolio is that it could potentially help to ensure linkages between the portfolio and the capacity development, including training courses, provided by SPF. At the same time, the synergies and efficiency gains that could be achieved by having the same unit (CIVSAM) managing the CSO portfolio of the *InfoCom Strategy* and the *CSO Strategy* are deemed to be more significant. Transferring the CSO portfolio to KOM would require additional capacity strengthening and training (on contribution management) of KOM staff.

CSOs are generally satisfied with Sida's role in the management of the *InfoCom Strategy*, including the dialogue, application and reporting process, and the support received. Sida could further improve the partnership by addressing existing shortcomings in instructions, timelines and the feedback given on reports as well as the implementation of the strategy as a whole. As indicated by the survey, implementing partners are generally satisfied with the relationship with Sida and its role in the management of the strategy. The table below shows that 73 percent of survey respondents are either very satisfied (45 percent) or satisfied (27 percent) with the dialogue with Sida. Sida staff are seen as knowledgeable, well-informed, responsive, and transparent. At the same time, frequent staff changes at Sida is perceived as affecting the quality of the partnership.

Table 4 How satisfied are you with Sida's role and management of the Infocom Strategy with regard to the following aspects?

Category	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very Satisfied
Training	0%	15%	33%	45%	6%
Results reporting	6%	3%	22%	42%	28%
Dialogue	3%	3%	21%	27%	45%

Application process	3%	0%	31%	44%	22%
Other technical and administrative support	3%	3%	59%	31%	3%

Sida's handling of the application process and results reporting process are also given high ratings by the respondents. However, several SPOs commented on Sida's instructions for the application process. Some felt that the instructions were too general, especially in view of the fact that the applications often had to be amended with complementary information on the request by Sida. This could have been avoided if the instructions would have been somewhat more specific. One noteworthy gap in the instructions is the lack of reference to Sida's Perspectives, which should be integrated with all programmes. Others commented on the annual application deadline (1 October) and time it takes before decisions are made. Agreements are only signed in the beginning of the following year, which makes it difficult for CSOs to plan ahead.

CSOs are generally satisfied with the system of multi-year results reports and annual deviation reports, and the focus in these reports on learning rather than control. However, as indicated in section 4.3.2, a stronger focus on outcome reporting is warranted, for both accountability and learning purposes. There are also comments about the limited feedback from Sida on the CSO reports. Although written assessments of all reports are prepared by Sida, these assessments are not shared with the CSOs. The main feedback channel is instead the annual review meetings. Perhaps even more noteworthy, CSOs do not receive any information from Sida on the overall implementation of the *InfoCom Strategy*. This element could be added to the annual dialogue meetings, which currently focus on programming and do not include a discussion on goal achievement at the overall strategy level, the need for adjustments, and ways of unlocking synergies between different contributions.

Sida's role in providing training and other technical and administrative support to CSOs receive more mixed ratings in the survey. While 45 percent of the respondents are satisfied with the training only 6 percent are very satisfied and 15 percent are dissatisfied. Unfortunately, the survey responses do not include any comments that could shed light on the reasons behind why some respondents are dissatisfied. One comment emerging from interviews is that the training provided by SPF is not tailored to the area of communication.

4.3 EFFECTIVENESS

In the absence of aggregated indicators at the strategy level, implementing actors, including Sida, use their own monitoring tools, which mainly measure results at the level of outputs and individual contributions. The general perception among implementing actors is that the supported activities have primarily contributed to increased knowledge, but also to engagement and debate. Sida's communication activities are monitored based on regular reviews and evaluations (both internal and external) of individual contributions. In addition, Sida conducts media and portfolio analyses, as well as an annual opinion poll. CSOs

accounts for the support from the *InfoCom Strategy* in annual results reports. The progress made in the implementation of the *InfoCom Strategy* is documented in annual strategy reports prepared by Sida and submitted to MFA.

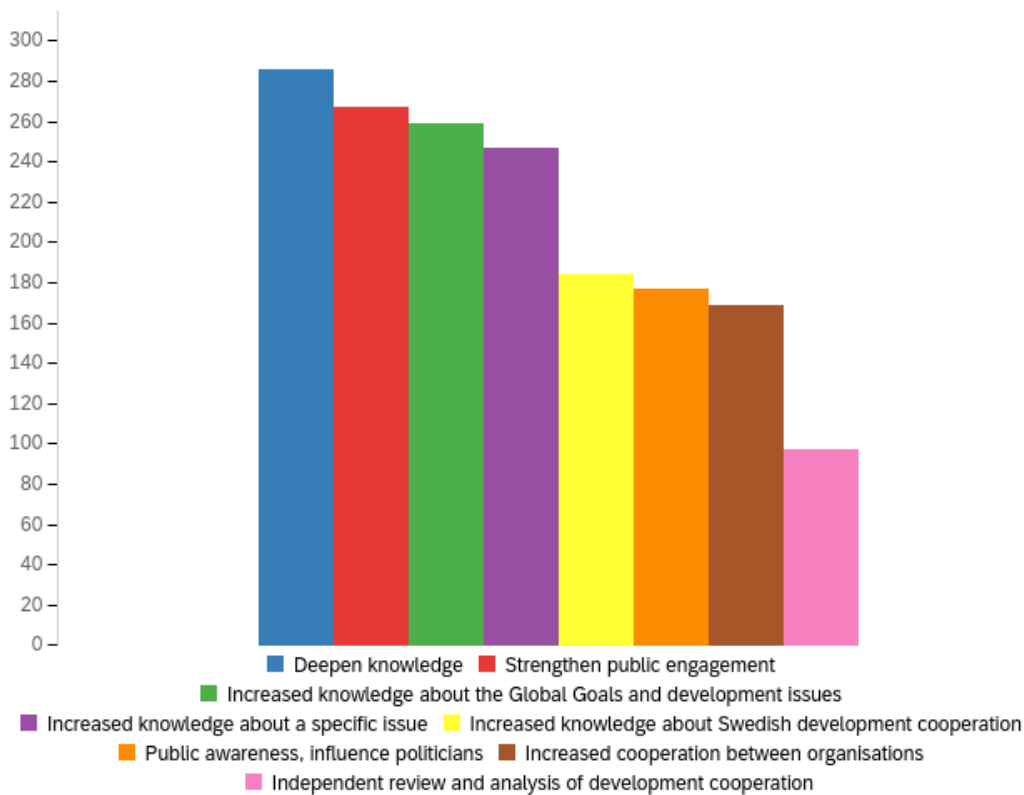
However, as already highlighted, the *InfoCom Strategy* does not have a M&E framework or other tool with aggregate indicators that makes it possible to monitor and measure results achievement across the entire portfolio. Although this is a shortcoming that the *InfoCom Strategy* shares with several other strategies, it is noted that the *CSO Strategy*, for instance, was complemented by a comprehensive monitoring framework in 2017. This framework has aggregate indicators for 13 strategic issues and accompanying data collection tools, which were applied in a baseline study and again are being used in an ongoing mid-term evaluation.

Sida has developed joint indicators and targets for its own portfolio of activities under the *InfoCom Strategy*. These indicators and targets cover Sida's contribution to the three overall strategy objectives, but focus on the first goal – knowledge about Swedish development cooperation. In total, 18 indicators and targets have been defined. All of them are quantitative in nature and mainly measure results in terms of outreach, e.g. number of hits, posts, followers, participants, meetings, applications, etc. The assumption is that increased outreach of communication activities leads to increased knowledge. Some of these indicators are presented and reflected on in Sida's annual strategy reports but the full data set has not been collected since December 2018. The CSOs and other actors have their own, project-specific, results frameworks and data collection tools, as further discussed below.

The survey conducted as part of this evaluation indicates that stakeholders perceive that the objectives and sub-objectives relating to increased knowledge, engagement and debate have been achieved to a relatively great extent. As reflected in Figure 6⁷, increased knowledge is perceived as the “top” outcome, followed by engagement. The survey suggests that the third goal of the *InfoCom Strategy* – independent review and analysis of development cooperation – has been pursued to a relatively limited extent prominent. This is confirmed by Sida's own portfolio analyses.

⁷ The respondents were asked to rate the extent of achievement of objectives from 1-5 (i.e. from not at all achieved to achieved to a very high extent). The y axis shows the sum of this rating.

Figure 6 To what extent has your organisation achieved the following objectives.



4.3.1 Knowledge of Swedish development cooperation (objective 1)

Sida's continuous communication work (press, social media and web) is deemed to contribute to knowledge building about development cooperation, and further capacity has been added for this purpose. At the same time, target groups have not been clearly defined and there is lack of relevant data to measure trends and actual change in knowledge. Sida's own communication work, which, as mentioned above, is mainly geared towards the first goal of the *InfoCom Strategy*, includes a cluster of media-related activities – press service, social media and web (sida.se) – as well as projects and activities (conferences, events, calls for proposals, etc), geared towards particular target groups and themes.

Data from Sida's media monitoring suggests that the outreach through Sida's press work has been fluctuating over the strategy period. The coverage of Sida in media is partly driven by external events (such as natural disasters, humanitarian crises, etc.) and is partly message-driven (i.e. commemoration of special days, such as the international women's day, Human Rights Day, etc). According to the media monitoring, during the first six months of 2019, 700 articles about development cooperation were published in the media, compared to 818 articles during the same period in 2018. More recent data was not available at the time of the evaluation but interviews indicate that COVID-19 has crowded-out other news in 2020, including articles about development cooperation. At the same time, Sida followers on Twitter, LinkedIn and Instagram have increased. During the period January to October 2020, the number of hits increased by 9 percent (compared to the previous period

measured). Posts related to gender equality, LGBTI issues, sexual and reproductive health, indigenous people's rights, and environment and climate have had the largest outreach.

To date, the outreach of the press service, social media and sida.se has been monitored separately and mainly in terms of coverage, hits, visitors, followers, etc. As acknowledged by Sida staff, the data gathered through these means has not been sufficiently analysed or used to inform planning. Recently, a web agency has been contracted to collect and analyse data across activities.

Other communication activities implemented by Sida also appear to have contributed to increased knowledge but, again, there is a lack of uniform guidance and tools to capture this knowledge – and how it has been used – in a meaningful and systematic manner. “Sida Alumni” is an example of a Sida project with a specific target group – youth. Each year a group of 35 alumni is selected, trained and dispatched, mainly to schools, to inform about Swedish development cooperation and global development issues, and reflect on their own experiences from field work and internships. Self-evaluations by participants indicate that the targets for increased knowledge and (potential) engagement have been consistently achieved. In 2019, close to 13,000 participants were reached.

Sida has had several open calls for proposals through which more than 150 initiatives related to the 2030 Agenda and the SDGs have been funded. The grantees include CSOs, private companies, municipalities, museums, academia, adult education centres, schools, etc. The activities funded are mostly in the form of seminars/workshops, conferences/events, exhibitions, film production, production of education material, etc. As indicated by external (annual) evaluations, a majority of the grantees report that they have achieved, or nearly achieved, their goals and targets. At the same time, as underlined in the evaluations, the quality of results monitoring varied and there is limited evidence of results at the outcome level. Sida has decided not to repeat the calls for proposals.

In addition, Sida is regularly organising events, including conferences, seminars and meetings, often in cooperation with CSOs and other actors. One such event is the Development Forum, an annual conference with the SDGs as a crosscutting focus. Each conference has a particular theme (partnerships in 2020, gender equality in 2019, environment and climate in 2018, etc.). Evaluation forms show that 71 percent of participants in the 2019 Development Forum perceived that they had increased their knowledge about the relationship between gender equality and the SDGs. In 2020, due to COVID-19, the conference was organised entirely on-line.

It is noted that Sida is commissioning an annual web survey about public knowledge of an interest in development and foreign aid. The 2019 survey shows that 43.5 percent of the respondents had heard about the SDGs, which is an increase compared to previous years (up from 37 percent in 2018). Sida has set a target of 50 percent by 2020.

4.3.2 Knowledge dispersion and formation of opinions (objective 2)

CSO contributions appear to have been largely successful in terms of increasing knowledge and engagement with a focus on the 2030 Agenda and the SDGs.

Results-based management and reporting has been improved but further efforts are needed, especially to address capacity gaps at the subgrantee level. The second overall objective of the *InfoCom Strategy* is mainly pursued through contributions to Swedish CSOs, including (but not limited to) Sida's 15 Strategic Partner Organisations (SPOs). Some of the SPOs, including ForumCiv, Swedish Mission Council (SMC) and Union to Union, forward funds to their members organisations and other, affiliated, organisations. These are also the SPOs that tend to receive the largest contributions from the appropriation for the *InfoCom Strategy*.

In 2019, ForumCiv sub-granted funds to 44 projects. (The same year ForumCiv received an additional contribution from Sida to attract new actors, resulting in several more projects). According to ForumCiv's own assessment, of the 18 projects with the largest budgets, seven reached their project goal, eight partly met their project goals and three were found to be deficient. Subgrantees capacity to monitor and capture results at the output level was generally assessed as adequate and interviews indicate that the reporting quality has improved. There is an ongoing dialogue in ForumCiv (and with Sida) on how to achieve the best results (many small sub-grants or few larger ones), while ensuring outreach and support to new actors. ForumCiv also has its own communication activities.

SMC subgrants the entire contribution from the *InfoCom Strategy* to its member organisations. According to SMC's reports, all projects have contributed to increasing the target groups' knowledge about, and engagement in, the 2030 Agenda and the SDGs. The results are both of a quantitative and qualitative nature. During the strategy period, SMC has adopted the Outcome Harvesting method to strengthen its monitoring, evaluation and learning capacity. This approach has been introduced to and applied by several member organisations, with some success.

Union to Union also receives significant funding from the strategy. The organisation implements several information and communication projects in partnership with local trade union organisations, adult education centres, schools, journalists, etc. Some of the funds are sub-granted to member unions. Activities include events, campaigns, trainings, seminars, production of information material, etc., linked to the 2030 Agenda and the SDGs. Efforts have been made to strengthen results-based management but, according to interviews, the reporting from subgrantees is still weak, especially with regard to results at the outcome and impact level. Union to Union has been coaching its member organisations and is working on a new results matrix to address this shortcoming.

UNA Sweden (Svenska FN-förbundet) implements a project to increase knowledge about, and engagement in, the 2030 Agenda among politicians and public servants in Swedish municipalities, counties and regions. The project's main focus is on education and training. UNA Sweden has contracted a monitoring consultant who follows the project on a continuous basis. The reports of this monitoring consultant suggest that the project has to a very high degree contributed to increased knowledge and engagement among the target groups. According to the most recent report, 94 percent of the training participants believe that they will be able to use the knowledge gained.

WWF Sweden implements two projects involving campaigns, physical meetings and a youth network geared towards creating opportunities for Swedish youth, especially in marginalised socio-economic areas, to engage in global issues and exchanges experiences with youth in other countries. A unique characteristic of the projects is that the youth themselves are in the drivers' seat and decide which communication channels to use. The projects were reported to be on track until COVID-19, with good progress made towards both overall goals and sub-goals.

The communication activities of Afrikagrupperna supported through the *InfoCom Strategy* have a specific thematic focus – women smallholders' access to land and resources. This theme is pursued through campaigns, events, seminars, publications, and advocacy towards decision-makers. Afrikagrupperna's reporting suggests that its activities have contributed to increased awareness and engagement among target groups in Sweden. A particular successful initiative is the digital campaign on women's smallholders right to seeds, which draws on the cooperation with and engages local partners in Africa. While the focus of the reporting is on outputs and the analysis is relatively limited, there are references to influencing factors, longer-term outcomes and lessons learnt.

4.3.3 Independent review and analysis (objective 3)

Independent review and analysis has not been a prioritized objective and it is not clear what results have been achieved. In general, there is a lack of clarity on how this objective should be pursued and by whom. The third overall objective was introduced with a view to promote dialogue, debate and independent review and analysis of the role of development cooperation and how Sweden, through various actors, contributes to a sustainable global development. To this end, the *InfoCom Strategy* suggest that support could be given to journalists and the research community.

In practice, a relatively limited number of contributions have been geared towards the third overall objective. The most tangible example is Sida's cooperation with the Swedish Publicists' Association (Hiertanämnden) through which scholarships are awarded to journalists. Reports show that the number of scholarship applications have increased during the strategy period (to about 100 per year), and, currently, 40 scholarships per year are awarded. Sida does not request Hiertanämnden to report on what the scholarships are used for or to what extent the work of the journalists is published. An evaluation of the cooperation is planned for 2021.

A second example is the one-off call for proposals, issued by Sida in 2018, specifically geared towards promoting independent reviews and analysis – and communicating these to a larger audience. A mere four organisations submitted proposals and were awarded grants under this call. As indicated by an external evaluation, the grantees themselves perceived that their projects were successful but could generally not demonstrate results in terms of knowledge generation and increased dialogue. According to the evaluation, this was partly because the time for actually communicating the results of the review and analysis was too short.

Sida also tried to pursue the third objective through call for proposals related to the 2030 Agenda and the SDGs. However, Sida's own portfolio analysis shows that only

about 10 percent of the initiatives funded through the calls have included activities related to independent review and analysis of development cooperation. While interviews indicate that CSOs conduct their own research and analysis of global development issues, only two of the SPOs supported under the *InfoCom Strategy* have directly pursued the third objective, according to Sida's portfolio analysis.

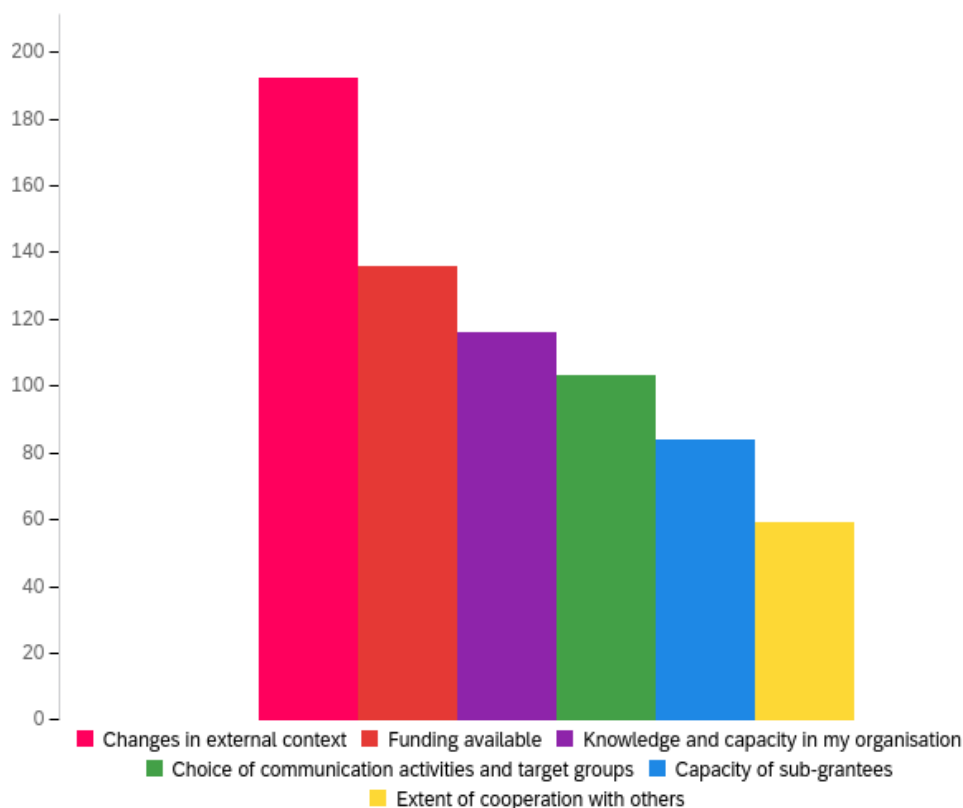
4.3.4 Factors influencing the achievement of results

Several factors have influenced the achievement of results under the *InfoCom Strategy*, both positively and negatively. Apart from shortcomings in the design, management and coordination of the strategy itself, the most significant factors are funding, organisational capacity, and societal changes, including decreasing support for Swedish aid and, more recently, the COVID-19 pandemic. As elaborated on above, there are several shortcomings in relation to how the *InfoCom Strategy* is designed, managed and coordinated with other strategies. Addressing these shortcomings are likely to influence results achievement in a positive direction. When asked about factors influencing the achievement of results at the programme level, survey respondents commonly highlight the importance of access to funds, communication capacity and competence within the own organisation, and the choice of communication channels. Some of the SPOs and many of the subgrantees do not have any other funding source for their communication activities than the appropriation for the *InfoCom Strategy*. A few SPOs have other income sources, but still remain very dependent on Sida. Reversely, limited access to funds have impacted negatively on results achievement. Some organisations, mainly sub-grantees, report that the level of funding is not enough and has decreased over time, which has affected outreach and quality of activities. Figure 7 show respondents' perceptions on the factors that have negatively influenced results achievement in their organisations.⁸

Communication capacity and competence has been another critical factor for the achievement of results. Interviews indicate that the SPOs generally have adequate capacity and competence but that high staff rotation and lengthy vacancies have affected their ability to plan, implement and follow-up on projects, including providing adequate quality assurance of subgrants. The capacity of sub-grantees varies and is generally more limited. Some are dependent on volunteers and there are several comments in the survey responses about the lack of funding to cover salary costs. It is noted that the need for diversifying income and expanding core funding to CSOs is highlighted in the *CSO Strategy*, and could potentially be addressed in the context of the implementation of that strategy.

⁸ The respondents were asked to rate the factors from 1-5 (i.e. from not at all affected to affected to a very high extent). The y axis shows the sum of this rating.

Figure 7 What factors have negatively influenced results achievement in your organisation?



The most frequently cited “negative” factor is changes in the society. The annual public opinion polls commissioned by Sida shows that public support for Swedish aid has decreased somewhat over the strategy period. In the recently published 2020 poll, 76 percent of the respondents agreed or partly agreed with the statement that it is important that Sweden contributes to the development of poor countries. This is the same level as in 2019 but lower than in 2018 (82 percent). About 56 percent of the respondents in 2020 feel that the level of Swedish aid is about right or should increase, while 36 percent think that it should decrease or abolished altogether. This is similar to the figures presented in the 2019 poll but lower than in most previous years. Addressing public opinion is closely related to the choice of target groups and the need for reaching those who are not already knowledgeable and engaged.

In 2020, the COVID-19 pandemic has been the most disruptive factor. Due to the restrictions on physical meetings, many activities have been postponed or cancelled altogether. At the same time, many other activities have been implemented in a digital format. Several organisations point out that, in some cases, the digital format has increased the outreach of activities, but the general perception is that the depth of interaction with the target groups has decreased. Both Sida and some of the SPOs have addressed COVID-19 as a theme in their communication, highlighting the links to global development.

4.3.5 Sustainability and capacity of implementing actors

The best prospects for sustainability are found in projects where communication is combined with capacity building, the active involvement of the target group, and local ownership. Most organisations are overly dependent on Sida funds.

Sustainability was not a major focus of the evaluation, as agreed with Sida.

Sustainability is linked to the ability of the implementing actors of the *InfoCom Strategy* to generate results at the outcome level (discussed above), especially in terms of affecting behavioural/attitudinal change among target groups. Another aspect of sustainability is the human and financial capacity of implementing actors to sustain communication work and benefits over time.

The prospects for sustainability are most clearly visible in the contributions that have been framed within projects (as opposed to activities of a more continuous character). A good example is UNA Sweden's initiative "Glokala Sverige", which aims at strengthening the work of municipalities, counties and regions on implementing the 2030 Agenda. The project has had a significant outreach to various parts of the country, including sparsely populated areas. Interviews and reports indicate that the project is well-integrated into target organisations' own operations, and that the tools applied are responsive both to the target organisations' own goals and the project goals. A challenge has been to engage politicians. High rotation among public officials has been another limiting factor.

The contribution to WWF also has potential for more sustained results. WWF give the target groups, including youth from socially disadvantaged areas, an active role in the decision-making and implementation of the projects. This increases the likelihood that the target group will remain active and take own initiatives following the end of the projects, although funding still has to be mobilised. Parts of WWF's activities involve the organisation's own members at the local level, acting as ambassadors, who may be particularly committed to ensuring that lasting effects are achieved. At the same time, as pointed out in reports, a more sustainable approach to networking with youth in other countries is required.

A third example is Afrikagrupperna's approach to working together with local organisations in Sweden, and connecting them to partners in Africa. The organisation's project "participatory communication" is partly funded by the *Infocom Strategy* and partly by the *CSO Strategy*.

With regard to organisational sustainability, as discussed in section 4.3.2, many of the SPOs, and their member organisations and affiliated organisations, are heavily dependent on Sida funds for their communication projects and activities. At the same time, the long-term agreements signed with the CSOs under the *InfoCom Strategy* provide continuity and predictability. Challenges related to staff rotation and vacancies also affect sustainability. Some organisations are reliant on volunteers. The capacity development, including training and networking opportunities, provided to sub-grantees is perceived to be very important as a complement to the financial support.

5 Conclusions

The overall relevance of the *InfoCom Strategy* could be enhanced. Strategic priorities and expected results are not clearly conveyed and the portfolio therefore remains largely the same as in the previous strategy period. Conditions for more strategic communication and evidence-based planning of communication activities are being established, but further efforts are needed, including at the overall strategy level. In general, the *InfoCom Strategy* is broad and non-committing. This presents both opportunities and obstacles. It leaves the freedom to implementing actors to identify their own target groups, communication activities and objectives. At the same time, it means that practically “everything fits” and that little guidance is provided on priorities and the best use of resources. The *Operational Plan* and the Theory of Change could have helped to address this shortcoming, but are similarly very broad and not actively shared or used.

There is an imbalance between the three overall strategy objectives, where the two first are dealt with by Sida and CSOs respectively, leaving the third goal relatively unaddressed. The addition of the second goal has been beneficial for the SPOs, their member organisations and other affiliated partners, allowing for more long-term planning and a focus on the entire results chain. In the absence of a strategy and operational plan with a clear focus and scope, the portfolio of Sida activities has evolved organically. While the individual contributions may be relevant and justified in their own right, the overall portfolio comes across as scattered.

The implementing actors remain largely the same as in the previous strategy period with Sida’s SPOs assuming a dominant role. On the one hand this ensures continuity, more sustainability in intervention design and execution and possibly even in results achievement in the long-term. On the other hand, it stalls the ambition to broaden the field of implementing actors, such as to government authorities and the private sector, which is discussed but not dealt with in a systematic manner. Relatedly, a significant scope exists for strengthening the analysis around target groups. While there are ongoing discussions and initiatives to both broaden and narrow down the array of target groups, there seems to be a general lack of target group analysis and a largely un-tapped potential for synergies between organisations working with the same (broad) target groups.

Sida is in the process of strengthening its communication capacity. Additional human resources have been added and communication channels reviewed and revamped with a greater focus on different target group’s needs and interests. This process will potentially result in a more coordinated and systematic approach to planning of communication activities in the future. While the capacity of strategic communication varies across CSOs, communication initiatives and activities generally appear well-integrated. Learning has been in focus during the strategy period, partly due to the increasing attention given to results-based management among the SPOs. Many SPOs work in a consistent manner to be or become a learning

organisations, and to extend the learning in their member organisations. At the same time, there is a general lack of reflection on lessons learnt at the aggregate strategy level.

In general, the gender equality, human rights, and poverty perspectives appear to be relatively well integrated in CSO programming, including communication activities, in contrast to the environment and climate perspective as well as the conflict perspective.

While there is coherence between the *InfoCom Strategy*, *CSO Strategy* and *KAPAME Strategy*, synergies have generally not been explored or demonstrated. A clear potential exists for rearranging the organisational set-up within Sida to make it easier to ensure synergies with other strategies, promote strategic communication, and reduce transaction costs for CSOs. Synergies between the *InfoCom Strategy*, *CSO Strategy* and *KAPAME Strategy* exist but remain mainly unlocked. Some coordination takes place within Sida but is not systematic or management-led. Synergies could be derived from: the common focus of the three strategies on PGU and the 2030 Agenda; the provision for capacity development of Swedish actors, including SPOs, in all strategies; the ambition to broaden the pool of implementing partners for communication work, including to government authorities supported by the *KAPAME Strategy*; and the funds provided – largely in isolation – to communication work in Sweden and globally. SPOs report some synergies but that more could be done also at their level in the latter respect.

The current organisational set-up for the management of the *InfoCom Strategy* by Sida does not appear particularly efficient. The portfolio is split into two largely disconnected parts that are managed by different departments in a largely uncoordinated manner, and separately from the programme support provided from the *CSO Strategy*. The previous set-up, where CIVSAM managed the portfolio with support from KOM, has several benefits. If this is not a viable set-up for the current strategy, more systematic coordination and cooperation between SPF and KOM should be pursued. The application and reporting process is generally well-conceived but could be further streamlined for efficiency and learning purposes, including by ensuring that Sida's instructions are comprehensive enough and structured feedback is provided on reports. CSOs do not receive information on the overall strategy implementation process, which reduces the scope for learning and synergies and affects the overall quality of the partnership with Sida.

Although the individual contributions assessed appear to be largely effective, the progress made towards the overall strategy objectives is not adequately monitored, and, thereby, not known. The ability to achieve results have been affected by shortcomings in the design, management and coordination of the strategy, and, at the contribution level, by the level of funding available, organisational capacity, and societal changes. In the absence of aggregated indicators at the strategy level, implementing actors, including Sida and CSOs, use their own monitoring tools, which mainly measure results in terms of outreach and are not aligned with the strategy objectives and sub-objectives. The overall picture emerging from the evaluation is that individual contributions have been relatively successful in increasing knowledge, both with regard to Swedish development

cooperation and the 2030 Agenda, and inspiring the target group to further engage on particular topics. While CSOs have strengthened their capacities for results-based management in relation to communication, further efforts are needed, especially to address capacity gaps at the subgrantee level. The progress made towards the third goal of the strategy – independent review and analysis of development cooperation – is deemed to be limited given the lack of priority and few resources allocated to this end.

Several factors have influenced the achievement of results under the *InfoCom Strategy*, both positively and negatively. Apart from shortcomings in the design, management and coordination of the strategy itself, the most significant factors are funding, organisational capacity, and societal changes, including decreasing support for Swedish aid and, more recently, the COVID-19 pandemic. Due to the restrictions on physical meetings, many activities have been postponed or cancelled altogether. Nevertheless, most organisations have quickly transitioned to digital means. The best prospects for sustainability are found in projects where communication is combined with capacity building, the active involvement of the target group, and local ownership.

6 Recommendations to Sida

The following recommendations have been developed based on the findings and conclusions of the evaluation. The recommendations are categorised as short-term (<6 months), medium-term (<1 year) and long-term (<2 years), and are presented in priority order.

6.1 SHORT-TERM RECOMMENDATIONS

1. KOM and SPF should refine the Theory of Change/results hierarchy presented in the *Operational Plan* of the *InfoCom Strategy*. The objectives and sub-objectives should be converted into intermediate and immediate outcomes and a (limited) set of aggregate indicators that both Sida and the CSOs should report on should be identified. The revised Theory of Change and results hierarchy should be included in an updated version of the strategy plan for 2020-2022, which should be shared with relevant Sida staff and partner organisations.
2. KOM and SPF should conduct a joint, in-depth analysis of the entire portfolio of contributions to identify linkages, overlaps and gaps in relation to the refined Theory of Change/results hierarchy.
3. KOM and SPF should conduct an in-depth target group analysis at the overall strategy level and link this to the portfolio analysis recommended above. Existing target groups should be broken down into smaller segments to identify the segments that are not already knowledgeable and engaged, and thereby being critical to reach for achieving the overall strategy outcomes. SPF should initiate a dialogue with partner organisations on how to coordinate the work around such segments.
4. KOM and SPF should together, and in consultation with partner organisations, explore ways of increasing the support to the third objective of the strategy. This could involve considering another call for proposals for independent analysis and review, but with a clearer focus on communicating the final publications and their main findings. Longer activity periods (than one year) should also be ensured.
5. SPF should review and improve the instructions for applications to make them more specific, thereby reducing the need for complementary information, and clarify the expectations on results analysis in the partner organisations' reports to Sida. SPF should also consider removing the annual application deadline and ensure that all partner organisations receive written feedback on both applications and reports.
6. SPF should organise a dialogue meeting in 2021 with partner organisations to discuss the follow-up to this evaluation report and how Sida in the future should give feedback on the overall implementation of the strategy. SPF should also consider adding a regular session on this topic to all annual dialogue meetings.

6.2 MEDIUM-TERM RECOMMENDATIONS

7. KOM should ensure a long-term perspective in all its contributions and consider framing regular activities in projects with SMART objectives and budgets. A clearer distinction should be made between such contributions and continuous communication activities, i.e. day-to-day communication through press, social media and website. In this context, Sida should consider developing its own communication strategy and annual plans.
8. KOM and SPF should intensify efforts to arrive at a more balanced composition of implementing partners within the strategy portfolio in order to stimulate active dialogue in Swedish society about global development issues, and ensure that different actors have the opportunity to participate in this dialogue. This could involve more pro-active engagement with Swedish authorities, universities, academic institutions, and other actors in development cooperation that remain relatively invisible. A separate window for the applications/projects of such actors could be considered.
9. KOM and SPF should initiate a dialogue with CIVSAM and CAPDEV to maximise complementarities between the three strategies. The focus should be on identifying what specific action should be taken in order to facilitate strategic communication across strategies, coordinate capacity development, and promote cross-fertilisation in the context of the support to the implementation of 2030 Agenda.
10. KOM and SPF should conduct a portfolio analysis of the integration of the conflict perspective in communication activities to identify gaps and good practices to be shared at learning events. The 2019 portfolio analysis of the environment and climate perspective should also be followed-up in a systematic manner.
11. Sida should allocate more resources for competence and methods development with a focus on strategic communication and results-based management skills. SPF should develop a plan for this purpose together with the partner organisations, identifying specific themes and areas for training, evaluations, target group analyses, and other activities to promote learning.
12. Sida should consider transferring the ownership of the SPF-managed portfolio back to CIVSAM. CIVSAM should then assign one focal point for each SPO, irrespective of strategy/contribution, and involve KOM staff on a retainer basis in the assessment of applications and reports, as necessary. Like SPF, CIVSAM may also adopt a team-based approach to mitigate the impact of staff rotation and vacancies.

6.3 LONG-TERM RECOMMENDATIONS (FOR THE NEXT STRATEGY PERIOD)

13. Sida should start preparing its proposal to MFA for a possible new *InfoCom Strategy* beyond 2022 in a timely manner. The proposal should be prepared in consultation with partner organisations and other interested actors considering the findings and conclusions of this evaluation. The new strategy should – based on

the implementation of the recommendations above – define intermediate and ultimate outcomes, provide direction (but not requirements) for the selection of implementing partners and target groups, and present (broad) thematic priorities.

14. Sida should ensure that the *Operational Plan* for the next *InfoCom Strategy* presents a Theory of Change and Results Assessment Matrix (RAF), which clarify assumptions and risks about behaviour, causal relations and contexts. The RAF should be turned into an M&E framework with aggregate indicators and tools for data collection. Additional guidance should be provided on approaches, implementing actors and target groups as well as action to ensure synergies with other strategies.

Annex 1 – Terms of Reference

Terms of Reference for *Evaluation of the implementation of the Strategy for information- and communication operations, including through organisations within the civil society during the period 2016 – 2022.*

2020-06-03

1. General information

1.1 Introduction

Sida is a government agency working on behalf of the Swedish parliament and government, with the mission to reduce poverty in the world. Through our work and in cooperation with others, we contribute to implementing Sweden's Policy for Global Development (PGU). Sida is also guided by the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs), adopted by all United Nations Member States in 2015. Agenda 2030 is an increase in ambition that requires new solutions, new knowledge and new working methods. There is no time to lose: we need to think innovatively, systematically and long-term to mobilize additional resources for sustainable development. To reach the SDGs, all parts of society must be engaged.

A critical question for Sida is how we in the development cooperation community can use our resources to achieve the greatest possible catalytic effect, and engage all parts of society in the efforts to achieve the SDGs. Accordingly, in its vision 2018-2023, Sida says it shall take advantage of other actors' engagement, develop new partnerships and assume new roles.

Sida's basis for the preparation of the strategy was participatory and well elaborated, and in 2016, the Swedish Government launched the *Strategy for information- and communication operations, including through organisations within the civil society during the period 2016-2022*.⁹ The strategy applies to the period 2016-2022, sets goals and directs funds allocated each year in the appropriation directions for Sida. For 2020 SEK 155 million was allocated¹⁰, of that the main part funding Swedish CSOs.

At Sida, the ownership and main responsibility for the strategy rests with the Unit for Communication (KOM) at the Department for HR and Communications, but Sida

⁹ <https://www.regeringen.se/contentassets/7aca226a835c44a4ac75cc087a286ce8/strategi-for-informations-och-kommunikationsverksamhet-inklusive-genom-organisationer-i-det-civila-samhallet-2016-2022.-ud201610136iu>

¹⁰ <https://www.esv.se/statsliggaren/regleringsbrev/?RBID=20805>

Partnership Forum (SPF) at the Department for Partnerships and Innovations (PARTNER) is handling the main bulk of the allocation in order to finance CSOs operations within the strategy. This entails monitoring of projects/programmes and partnerships' with CSOs at SPF, and within PARTNER collaborate mainly with the Unit for civil society (CIVSAM). KOM and SPF are also responsible for the overall follow-up and reporting of the strategy, and for the dialogue with the Swedish Ministry of Foreign Affairs (MFA) about its implementation.

1.2 Evaluation object: Intervention to be evaluated

The main evaluation object is the implementation of the *Strategy for information- and communication operations, including through organisations within the civil society during the period 2016-2022* at Sida. The purpose with the strategy is to inform about Swedish development cooperation, to promote an open debate, popular interest, enhanced commitment and increased participation in Sweden for a sustainable global development.

Specifically, the strategy assigns Sida three objectives with eleven sub-goals:

1. Knowledge of Swedish development cooperation's implementation and results

- Increased understanding of Sweden's policy for Global development (PGU) and 2030 Agenda with the Sustainable development goals. (SDG)
- Increased knowledge of the role of development cooperation in a sustainable global development.
- Increased knowledge on that Sweden's officially financed foreign aid being implemented in a broad collaboration between different actors.
- Increased knowledge on that Sweden give support through international organisations like UN and development banks, and is an important actor within the framework of EUs development cooperation.

2. Knowledge dispersion and formation of opinions in order to contribute to poverty reduction and a sustainable global development.

- Increased knowledge on the implementation of Sweden's policy for Global development and 2030 Agenda with the Sustainable development goals.
- Enlarged popular participation in the effort towards a sustainable global development.
- Increased knowledge about the driving forces and barriers which affects and govern a sustainable global development.
- Increased knowledge in what way you as an individual can do to contribute to sustainable global development.

3. Independent review and analysis of the role of development cooperation and the contribution of other policy areas to sustainable global development

- Increased visibility of development issues in the public debate
- Broadened coverage and increased interest by scrutinizing actors for global development and aid issues
- Increased knowledge on the contribution of different policy areas to a sustainable global development

The [Government's guidelines for strategies](#) clarifies that Sida should operationalise its strategies. This includes developing a theory of change (ToC) and a plan for implementation and monitoring of the strategy. KOM and SPF had together an initial common workshop and an operationalisation process formulating a plan containing such as theory of change, priorities within the main objectives, relations to other strategies, planned portfolio overviews, M&E approach etc.

Both KOM and SPF have during the strategy period had regularly follow ups of the strategy with methods like different review measurements at KOM, yearly learning events with CSOs at SPF and portfolio analysis. A yearly strategy report has been submitted to Ministry of Foreign Affairs with an overview, trends, synergies with other strategies, achieved results and implications for the remaining strategy period.

Sida's *Strategy Plan* (updated annually) is an important part of strategy implementation as it describes, amongst other things, what is prioritized and why; how the portfolio(s) are intended to be developed, and what should be followed up and how. It is a three-year rolling plan, whereby year two and three are indicative. The purpose of Sida's strategy plan is to (1) serve as the bases for the internal decision on delegation, (2) ensure that the objectives in the strategy are addressed and (3) ensure that Sida's operational objectives are addressed. In January 2019, Sida finalized the work with the first annual strategy plan and re-visited the priorities and ToC, and in February 2020 a second strategy plan was released.

The project portfolio consists of Sida's own communication activities with meetings, seminars, web development etc. managed by KOM and a broad range of interventions managed by CSOs and funded by SPF. The target group for the activities is to be defined by Sida and CSO, but mainly the Swedish community is the final object for the different interventions.

1.2 Evaluation rationale

Sida is now looking to engage a team of consultants that will support Sida by producing an elaborated document reporting on the achievements of the current strategy, lessons learned and provide with recommendations for the upcoming strategy.

The rationale for this is:

- In the second to last year of a strategy, Sida's regular annual *strategy report* is to be replaced by an *in-depth strategy report* that should summarize the implementation of the strategy and give clear recommendations for the coming strategy period. Sida will submit such an in-depth strategy report on March 11, 2021.

According to the strategy guidelines, the areas to be addressed in the in-depth report may be adjusted according to needs, but should normally include:

- 1) A presentation and analysis of goal achievement
- 2) Reasoning about Sweden's contribution to change
- 3) Reasoning about how the five perspectives have permeated the work

- 4) An analysis of relevant changes in the context. This may include changes within the donor community or among other actors.
- 5) An analysis of what has worked well and less well in the implementation of the strategy, as well as measures taken to mitigate problems that have been identified during the strategy period.
- 6) Forward-looking recommendations for next strategy period.
- 7) Conclusions from follow-up, evaluations or analyses conducted during the period, such as mid-term reviews or portfolio analysis.

Sida will have the overall responsibility to produce the in-depth strategy report in the first quarter of 2021.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose of the evaluation is to facilitate learning for Sida on what works well and less well in the strategy implementation, and secondly provide Sida with inputs for the in-depth strategy report including recommendations to be used for the next strategy period.

Furthermore, it will provide transparency about the implementation and input to dialogue issues not only within Sida, but also between Sida and other stakeholders, including the variety of partners funded by the strategy.

The primary intended users of the evaluation are KOM and SPF units at Sida, both responsible for implementing the strategy. Secondary users are other units at the Department for Partnerships and Innovations (PARTNER).

Sida will be involved in the evaluation process and contribute to the evaluation design during the inception phase. When and if suitable, other stakeholders such as other units at Sida, Ministry of Foreign Affairs, Sida's partners etc. will be involved in the process. The evaluators should facilitate the whole evaluation process and are expected to further elaborate on this matter in the inception phase. During this phase, the evaluator and the users will also agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the proposal how this will be ensured during the evaluation process.

2.2 Evaluation scope

The evaluation scope is limited to Sida's implementation of the strategy during the period 2016-2020. However, the potential to find *synergies and/or complementarities* with other strategies should be kept in mind when systematising the assessment and learnings from the implementation of the strategy.

The evaluation is not expected to evaluate individual interventions (project, programs, activities), but to focus on the level of strategy implementation and portfolio development and management. The evaluators should have sufficient knowledge of individual interventions to evaluate how they contribute to the implementation of the strategy and to portfolio development.

The evaluator should take into account that a majority of the relevant documentation for the assignment will be in Swedish.

During the inception phase, the evaluators, together with Sida, are to identify areas and objectives in the strategy in need of extra attention. That includes also to prioritize between the seven areas in the upcoming in-depth strategy report.

The scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objective of this evaluation is to assess the relevance, coherence and effectiveness of the implementation of the strategy on overall portfolio level.

The evaluation questions will be agreed on with Sida, but should include, although not be limited to:

Relevance: Is the interventions within the strategy doing the right thing?

- To what extent does the strategy objectives and the portfolio design respond to the purpose defined in the strategy?
- To what extent is the strategy and its implementation supportive to strategic communication from both a Sida and partner perspective?
- To what extent are lessons learned from what works well and less well being used to improve and adjust the implementation of the strategy? Any major adjustment of actors involved? Context changes taking into account?

Coherence: How well does the interventions within the strategy fit?

- How appropriate and compatible is the strategy in the context with *Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development* and *Strategy for support via Swedish civil society organisations for the period 2016 - 2022*, and in what way are potential synergy effects unlocked?
- In what way are there potentials to rearrange the setup and format within Sida, in order to more effectively manage the implementation also considering an aid effectiveness perspective?

Effectiveness: Is the interventions within the strategy achieving its objectives?

- To what extent is the operational plan, including theory of change, being relevant for achieving the objectives?
- To what extent has the strategy implementation contributed to intended strategy results on different levels? If so, why? If not, why not?
- To what extent have different target groups being reached by the implemented interventions, and how sustainable are the achieved results?

Tentative evaluation questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation. The start-up meeting is expected to support this work.

2.4 Evaluation approach and methods

The evaluation is to be carried out as formative/developmental evaluation with a learning and participative approach. The evaluation will focus on the strategy implementation on the portfolio level, with a specific focus on relevance, coherence

and effectiveness. The intended users should be given the opportunity to provide input to the process. This approach requires a high level of collaboration between the evaluator and the intended users and therefore puts a strong emphasis on the integrity of the evaluator.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the ongoing evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the ongoing evaluation.

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender, including opportunities for discussion and reflection. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. The evaluator should identify limitations and constraints with the chosen approach and method and to the extent possible, present mitigation measures to address them.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by Sida's units KOM at Sida HQ in Stockholm and SPF in Härnösand. An Evaluation manager with backup contact persons at Sida will be provided for the evaluation team. If significant problems arise, the evaluators will inform the Evaluation Manager to discuss solutions.

A steering group with Heads of the Units from SPF, KOM, and representatives from Civil Society Unit and the Unit for Capacity Development, both at the Department for Partnerships and Innovations (PARTNER) at Sida will be formed as a decision-making body. The plan is that it will approve ToR, the inception report and the final report of the evaluation. Member of the steering group, a representative from Sida's Evaluation Unit and the contact-persons at Sida will do the evaluation of the tender. Members of the steering group will be invited to the start-up meeting of the evaluation, as well as to the various workshops facilitated by the evaluators.

An advisory reference group representing a mix of relevant stakeholders is planned to be invited, formed and decided upon during the inception phase in order to obtain better understanding of the evaluation. It should be a strategic group and will during the process be invited to comment on the draft final report, and to participate in workshops during the evaluation process for extended learning between stakeholders.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹¹. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹². The evaluators shall specify how they will handle quality assurance during the ongoing evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out June 2020 – December 2020. The timing of any visits, surveys and interviews need to be settled by the evaluator in dialogue with the contact person at Sida during the inception phase and later with the main stakeholders. The time schedule will be customized during the process, but the results from evaluation must be included in the in-depth strategy report.

The table below lists key deliverables for the evaluation process. Sida expects the evaluators to include time for workshops with Sida, CSOs and other stakeholders. The proposal should include the consultant's initial reflections on the assignment and proposed approach and methods, as well as a tentative description of how the inception phase should be designed. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

The time for the evaluation process and the workshops is mainly during autumn 2020. Parallel to this evaluation [The Expert Group for Aid Studies](#), EBA will start to implement an evaluation of the same strategy focusing on the first objective in the strategy and more on a long-term basis. Sida and EBA will coordinate so the two evaluations will be by some means complementary.

Deliverables	Participants	Preliminary Deadlines
Start-up and Inception Phase		
1. Start-up workshop	Evaluators, members of steering group, EM and contact persons at Sida	June 2020
2. Draft inception report	Evaluators	14 August 2020
3. Comments from KOM and SPF	Steering group and contact persons	21 August 2020
4. Final inception report submitted to Sida	Evaluators	28 August 2020
5. Approval of inception report	Steering group	4 September 2020
Implementation Phase		

¹¹ DAC Quality Standards for Development Evaluation, OECD, 2010.

¹² Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

6. In-depth review process with a progress workshop in October. Check-up meetings.	Evaluators, steering group, reference group, contact persons	Sept/Oct 2020
7. Submission of a draft final report. Check-up meetings.	Evaluators	November 2020
8. Lesson learnt and recommendations workshop	Evaluators and all stakeholders	December 2020
9. Comments from Sida	Steering group and contact persons	December 2020
Finalization Phase		
10. Submission of final report (as input to Sida's in-depth strategy report)	Evaluators	January 2021
11. Approval of final report	Steering group	February 2021
12. <i>Submission of in-depth strategy report to Ministry of Foreign Affairs</i>	<i>Sida</i>	<i>March 2021-03-11</i>

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. Interviews and workshops will be conducted in Swedish. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology (including how a utilization-focused and gender responsive approach will be ensured), methods for data collection and analysis as well as the full evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The detailed time plan shall allow space for reflection and learning between the intended users of the evaluation.

Short **workshop summary reports** of maximum three pages are expected after each such event, for documentation purposes.

The final report shall be written in English including an Evaluation Brief, as well as an Executive summary in Swedish. The final report shall be professionally proof read. The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations. The executive summary should be maximum three pages. The evaluation approach/methodology and methods for data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the

data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation findings, conclusions and recommendations should reflect a gender analysis/an analysis of identified and relevant crosscutting issues. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should be no more than 35 pages excluding annexes (including Terms of Reference and Inception Report). The evaluator shall adhere to the already mentioned Sida OECD/DAC Glossary of Key Terms in Evaluation.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, always with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference ZZ 980601
4. Type of allocation "sakanslag".
5. Type of order "digital publicering/publikationsdatabas".

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team, assessed together, shall include the following competencies:

- Demonstrated experience in the main evaluation method(s) proposed
- Genuine knowledge and experience from communication work
- Experience in facilitating and creating space for reflection and learning
- Broad experience from Swedish development cooperation.
- Swedish at level 1 as the material and interviews are in Swedish

It is desirable that the evaluation team includes the following competencies

- Demonstrated experience of multi-year formative/developmental evaluations
- Experience from governance of Swedish development cooperation
- Experience of methods development and application in development cooperation

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary.

The evaluators must be independent of the evaluated activities and provide a high level of integrity. If a risk of conflict may arise, the tender must clearly describe how a risk of conflict will be handled in this assignment.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 800 000 SEK.

The Evaluation Manager (EM) at Sida is Carl-Johan Smedeby at SPF, with a backup by Kerstin Widell, KOM, and thirdly Linda Gradin, SPF. The EM should be consulted if any problems arise during the evaluation process.

Annex 2 – Evaluation matrix

Criteria/Evaluation question from ToR	Sub-questions	Sources
Relevance		
R.1 To what extent does the Strategy objectives and the portfolio design respond to the purpose defined in the Strategy?	1. How consistent are the Strategy's three objectives and eleven sub-goals with the main purpose – informing about Swedish development cooperation, and promote open debate, popular backing, increased engagement and broad participation in Sweden for equal and sustainable global development? 2. Is the distinction between the three results areas and the role of different actors in these areas clear, justified, and supportive of the overall purpose of the Strategy? 3. To what extent are the activities supported consistent with the desired outcomes and priorities of the Strategy? 4. What is the distribution of activities across thematic areas? To what extent is this distribution aligned with the priorities of Swedish development cooperation in general, including environment and climate, peace and security, human rights, democracy and gender equality? 5. Does the implementation of the Strategy involve a good mix of relevant implementing organisations and actors given the purpose defined? Are any organisations and actors over- or under-represented? What other organisations and actors could be considered? 6. Is there an adequate balance of activities targeted to specific target groups? Are there any important groups that are left out or not prioritised sufficiently? What can be done to reach these target groups?	• Desk review of the Strategy, operational plan, annual implementation plans, Strategy reports • Key informant interviews with Sida, CSO and MFA staff • On-line survey covering a broad range of grantees • Case studies of selected Sida activities and CSO partners including: - Desk review of applications, reports, internal reviews, external evaluations, etc - Interviews with CSO and Sida staff • Stakeholder workshop

Criteria/Evaluation question from ToR	Sub-questions	Sources
R.2 To what extent is the Strategy and its implementation supportive to strategic communication from both a Sida and partner perspective?	7. To what extent have gender relations been analysed and integrated with the planning, management and monitoring of communication activities? How have the other four “perspectives” been integrated? 8. How well are the activities supported by the Strategy integrated in the policies, strategies and plans of Sida and the CSO partners? To what extent does the Strategy support such integration? 9. To what extent are the activities supported embedded in the CSO partners’ own communication strategies and plans? What is the added-value of communication activities supported through the Strategy? 10. What more can be done to support strategic communication?	• Desk review of selected Sida policies, strategies and plans (to be decided on) • Key informant interviews with Sida and CSO staff • Case studies of selected Sida activities and CSO partners - Desk review of applications, reports, internal reviews, external evaluations, etc - Interviews with CSO and Sida staff • On-line survey covering a broad range of grantees • Stakeholder workshop
R.3 To what extent are lessons learnt from what works well and less well being used to improve and adjust the implementation of the strategy? Any major adjustment of actors involved? Context changes taking into account?	11. To what extent are lessons learnt from communication work being captured and internalised by Sida, CSOs, and other Strategy partners? 12. How have recommendations of evaluations and Strategy reports been followed-up? What significant changes have been made? Are some recommendations still valid? 13. What are the key contextual changes that have taken place during the Strategy period? How has Sida, partner CSOs and other actors involved in the implementation of the Strategy adjusted to these changes? How timely and comprehensive has the response been? 14. Does the Strategy as a whole remain relevant considering the contextual changes, emerging developments and the lessons learnt during the Strategy period? If not, what changes should made?	• Desk review of Strategy evaluations (2012), annual implementation plans, and Strategy reports • Key informant interviews with Sida and CSO staff • Case studies of selected Sida activities and CSO partners - Desk review of applications, reports, internal reviews, external evaluations, etc - Interviews with CSO and Sida staff • On-line survey covering a broad range of grantees

Criteria/Evaluation question from ToR	Sub-questions	Sources
R.4 To what extent is the operational plan, including theory of change, being relevant for achieving the objectives? (This question has been re-categorised. In the ToR it is categorised under the effectiveness criterion.)	15. To what extent does the operational plan further the objectives and goals of the Strategy and translates them into a concrete action agenda? 16. How adequate is the Theory of Change (ToC) presented in the operational plan? Does it build upon a comprehensive analysis of context, actors and strategic options? How clear and valid are the assumptions? 17. How does Sida use the ToC as a tool for planning, implementation and M&E purposes? 18. How is the ToC communicated to CSOs? To what extent do partner CSOs use and/or refer to the ToC in their applications, strategies and reporting? To what extent are other theoretical underpinnings/frameworks referred to and/or used? 19. How measurable are the Strategy objectives and sub-goals? What is being done to enhance M&E and organisational learning? What can be improved in this regard?	• Stakeholder workshop • Desk review of operational plan, annual implementation plans and Strategy reports • Key informant interviews with Sida and CSO staff • Case studies of selected Sida activities and CSO partners
Coherence		
C.1 How appropriate and compatible is the Strategy in the context with Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development and Strategy for support via Swedish civil society organisations for the period 2016-2022, and in what way are potential synergy effects unlocked?	20. What are the synergies and inter-linkages between the three named strategies from the perspective of Sida and the CSOs? Are there any significant overlaps? 21. How has communication work been integrated with the CSO and KAPAME strategies and the implementation of related activities by selected actors? 22. Does the (communication) Strategy support the objectives and priorities of the CSO and KAPAME strategies? How? What are the pros and cons of having a separate (communication) Strategy?	• Desk review of the three strategies and their operational plans • Key informant interviews with Sida and CSO staff • Case studies of selected Sida activities and CSO partners - Desk review of applications, reports, internal reviews, external evaluations, etc - Interviews with CSO and Sida staff • On-line survey covering a broad range of grantees

Criteria/Evaluation question from ToR	Sub-questions	Sources
C.2 In what way are there potentials to rearrange the set-up and format within Sida in order to more effectively manage the implementation also considering an aid effectiveness perspective?	23. How cost-efficient is the set-up within Sida for the management and administration of the Strategy portfolio? What are the alternatives and their pros and cons? 24. How efficient is the application and reporting processes and related instructions and templates from the perspective of the CSO partners and other actors? 25. To what extent are specific calls for proposals warranted (such as for the global goals, independent review and analysis activities)? 26. How does the current set-up with smaller organisations applying for grants through umbrella organisations work?	• Key informant interviews with Sida and CSO staff • On-line survey covering a broad range of grantees • Stakeholder workshop
Effectiveness		
E.1 To what extent has the Strategy implementation contributed to intended strategy results on different levels? If so, why? If not, why not?	27. What activities were implemented and what outputs were achieved? Were interventions implemented with high fidelity? 28. In what way have the interventions strengthened <u>awareness</u>, <u>understanding</u> and <u>knowledge</u> related to a particular issue (outcome 1 - short/medium term)? 29. To what extent have the interventions contribute to <u>attitudinal/behavioural change</u> and, consequently, increased <u>engagement</u> and <u>action</u> related to a particular issue (outcome 2 – long-term)? 30. What change, if any, can be detected at overall impact level – <u>behavioural/attitudinal change among target groups/actors</u> – and what is the contribution of the interventions at this level? 31. What results have been achieved in relation to particular themes? 32. Which factors have influenced the achievement and non-achievement of results at different levels? Can the relative contribution of external factors or other interventions be dismissed? 33. What conditions are needed to maximise results achievement in the future? Which are the “best” (resp. “worst”) practices and how should	• Desk review of Strategy reports, general analyses, opinion polls, other evaluations • Case studies of selected Sida activities and CSO partners - Desk review of applications, reports, internal reviews, external evaluations, etc - Interviews with CSO and Sida staff • Key informant interviews with Sida and CSO staff • On-line survey covering a broad range of grantees • Stakeholder workshop

Criteria/Evaluation question from ToR	Sub-questions	Sources
E.2 To what extent have different target groups being reached by the implemented interventions, and how sustainable are the achieved results?	this knowledge be cultivated in order to improve organisational performance and capacity building? 34. To what extent have the target groups prioritised by Sida – the interested general public, youth, journalists and decision-makers – actually been reached? What are the target groups reached by CSO partners? 35. How do the communication activities implemented by Sida, partner CSOs and other actors help to ensure that behavioural/attitudinal change among targets groups are sustained? What evidence exist of such sustainability? 36. To what extent do partner CSOs and other actors have the capacity (human/financial) to sustain communication work and benefits over time? How can sustainability be improved?	• Desk review of Strategy reports, general analyses, opinion polls, other evaluations • Case studies of selected Sida activities and CSO partners • - Desk review of applications, reports, internal reviews, external evaluations, etc • - Interviews with CSO and Sida staff • Key informant interviews with Sida and CSO staff • On-line survey covering a broad range of grantees • Stakeholder workshop

Annex 3 – Data collection tools

Interview guide – Sida

Introduction

- Explain focus and scope of evaluation
- Seek informed consent
- Explain rights of confidentiality and anonymity

Relevance

R.1

1. What is your general opinion about the InfoCom Strategy? Did you have an opportunity to influence the directions set out in the Strategy? If so, how?
2. How do you use the InfoCom Strategy in your work? For what purpose and when do you consult it?
3. What is your view on the respective roles of Sida and CSOs in the implementation of the Strategy? Apart from Sida and CSOs should any other actors be engaged as implementing actors? If so, why and how?
4. Which are the target groups for the communication activities for which you are responsible? Are there any important target groups that are left out? If so, how can they be reached in the future?
5. To what extent do the communication activities meet the objectives of the InfoCom Strategy?
6. What is your approach to the “five perspectives” of Sweden’s development cooperation? To what extent have they been integrated with the communication activities?

R.2

7. What is your understanding about strategic communication? How do you apply this concept in your work?
8. Do you believe that the InfoCom Strategy supports strategic communication? If yes, please give examples
9. To what extent do you perceive that communication work is embedded in other Sida strategies, plans and projects? Please give examples.
10. Do you (and your colleagues) receive sufficient training and competence development in strategic communication?

R.3

11. How do you monitor and evaluate the communication activities that you are responsible for?
12. To what extent are lessons learnt captured by the existing monitoring and evaluation practice? What improvements/changes have been made based on these lessons learnt?

13. What key contextual changes, if any, have taken place during the strategy period? To what extent have these changes affected the choice of communication activities, channels and target groups?
14. Do these contextual changes and any emerging developments warrant any change in the Strategy as a whole?

R.4

15. Are you familiar with the Theory of Change that underpins the Strategy? What do you know about William McGuires “Information processing theory”? How do you apply it to your work?

Coherence**C.1**

16. To what extent do you coordinate your work with the Sida staff responsible for the implementation of the CSO Strategy and KAPAME Strategy?
17. What are the key linkages and potential synergies between the three strategies? How can these linkages and synergies be improved?
18. What are the pros and cons of having a separate InfoCom Strategy in your view?

C.2

19. Do you have any views on the set-up within Sida for the management and implementation of the InfoCom Strategy? Are roles and responsibilities clear and properly allocated?
20. How cost- and time-efficient are the processes involved with application and reporting processes, including call for proposals? Are Sida’s expectations/requirements clear and reasonable?
21. How does the current set-up with smaller organisations applying for funds through umbrella organisations work?

Effectiveness**E.1**

22. In your opinion which have been the two-three communication activities that have been the most successful? Which have been the two-three least successful?
23. Have you seen any change at the overall outcome and impact level? How is this change linked to your activities? How can you tell?
24. What major factors facilitate and impede the achievement of results?
25. Do you have any examples of best practices? Are there any practices that you have discontinued? If so, why?

E.2

1. What action, if any, do you take to ensure that the results of your communication work is sustained? Can you give some examples of such sustained results?
2. Do you feel that you/your team/Sida organisation have/has enough capacity to manage and implement planned communication activities? If not, what are the gaps?

Wrap-up

- Do you have any final comments and suggestions considering everything we have talked about?
- What can be done to ensure the usefulness of this evaluation? How should our findings and recommendations be taken forward?
- Do you have any final questions?

Interview guide – CSO partners**Introduction**

- Explain focus and scope of evaluation
- Seek informed consent
- Explain rights of confidentiality and anonymity

Relevance**R.1**

3. How familiar are you with the InfoCom Strategy? How were you introduced to the Strategy?
4. To what extent did you consult the InfoCom Strategy when you prepared your application to Sida? What other guidance did you receive from Sida?
5. What is your view on the respective roles of Sida and CSOs in the implementation of the InfoCom Strategy? Apart from Sida and CSOs should any other actors be engaged as implementing actors? If so, why and how?
6. Which are the target groups for the communication work of your organisation? Are there any important target groups that are left out? If so, how can they be reached in the future?
7. What is your approach to the “five perspectives” of Sweden’s development cooperation? To what extent have they been integrated with the communication activities?

R.2

8. Do you have a communication strategy and/or plan for the organisation as a whole? If so, to what extent is your application to Sida based on this strategy?
9. To what extent is communication work embedded in the strategies, plans and projects of your organisation? Please give examples.

R.3

10. How did you develop your application to Sida? To what extent did you review/evaluate previous communication work?
11. Have you made any significant changes to your communication activities since the start of the InfoCom Strategy period/the grant implementation period? If so, why?
12. What key contextual changes, if any, have taken place during the strategy period? How has your organisation responded to these changes in the area of communication?

13. Do these contextual changes and any emerging developments warrant any change in the InfoCom Strategy as a whole?

R.4

14. How do you monitor and evaluate your communication work?
15. Are you familiar with the Theory of Change that underpins the InfoCom Strategy? Have you heard about William McGuires “Information processing theory”?
16. To what extent do you use the Theory of Change as a tool for planning and monitoring your communication work? Do you use any other ToCs? If so, which ones? How do you use them?

Coherence

C.1

17. Do you conduct communication activities with funds from the CSO Strategy? What is the difference between these activities and the activities funded through the InfoCom Strategy? Are there any linkages?
18. What are the pros and cons of having a separate InfoCom Strategy in your view?

C.2

19. Do you have any views on the application and reporting process? Are Sida’s expectations/requirements clear and reasonable? How is your dialogue with Sida?
20. How does the current set-up with smaller organisations applying for funds through umbrella organisations work?

Effectiveness

E.1

21. In your opinion which communication activities of your organisation have been the most successful? Which have been the least successful? Why?
22. Have you seen any change at the overall outcome and impact level? How is this change linked to your activities? How can you tell?
23. What major factors facilitate and impede the achievement of results?
24. Do you have any examples of best practices demonstrated by your organisation? Are there any practices that you have discontinued? If so, why?

E.2

25. What action, if any, do you take to ensure that the results of your communication work is sustained? Can you give some examples of such sustained results?
26. Do you feel that your organisation has enough capacity to manage and implement planned communication activities? If not, what are the gaps?
27. How dependent is the communication work of your organisation on the funds received through the InfoCom Strategy? What other funds do you have?

Wrap-up

- Do you have any final comments and suggestions considering everything we have talked about?
- What can be done to ensure the usefulness of this evaluation? How should our findings and recommendations be taken forward?
- Do you have any final questions?

Desk Review Form

Contribution name:	
Documents consulted:	
Date:	
Reviewed by:	

Category	Evaluation Matrix Qno	QY/N	Comment	Source document
General				
Which activities	•	-		
Which channels/ implementing agents?	•			
Thematic/SDG focus?				
Budget?				
Target groups	(R1, E2)			
Which main target groups?	•			
Were they reached? To what extent?				
Participation	(R1)			
Which actors took part in the implementation?				
Participatory approach in PME?				
Sustainability, reliability, and organizational learning	(R3, E1, E2)			
Which M&E tools?	•			
Lessons learned?				
Learning from previous evaluations?				
Contextual changes recognized and responded to?				

Appreciation of sustainability?				
Best practices?				
The five perspectives	(R1)			
Are they addressed?				
How? (in organization, actors, planning, implementation etc)				
Objectives and results /ToC	(R3, R4, E1)			
Which objectives (according to Strategy)?				
Are the objectives met?				
Which changes related to... (awareness, understanding, knowledge, attitudes/ behavior, and/or action <i>on a particular subject matter</i>)?				
Reference to ToC? (Or any other theory?) How and what is the ToC used for? (Analysis, evaluation, results, argument/evidence, context analysis, issues management etc)				
SMART objectives?				
Strategic communication	(R2)			
Present? (mentioned, described)				
How? (PME, competence)				
Strategy synergies	(R2, C1)			
Intervention integrated with other policies, strategies and plans ¹³ ?				

¹³ For CSOs this would include if the intervention is explicitly reflected in the communication strategy/plan for the organisation as a whole (if such a strategy/plan exists).

References to the CSO and KAPAME strategies? If so, does it identify any inter-linkages or synergies?				
Other (implicit) linkages conveyed between the three strategies mentioned?				

Other comments (if any):

--

Annex 4 – Documentation

- Afrikagrupperna (2017), Landgrabbing Kampanj: Sammanställning
- Afrikagrupperna (2017a): Kommunikationsstrategi 2017-2021
- Afrikagrupperna (2017b): Strategic Plan 2017-2021
- Afrikagrupperna (2019): Rapport utvärdering Mat Mark Fröer 2019
- Afrikagrupperna (2019): Narrativ rapport, Afrikagrupperna lägesrapport till Sida 2019
- Afrikagrupperna (2020): Samtal med föreningsaktiva i Afrikagrupperna
- Analyser av resultaten i Sidas undersökning av svenska folkets kunskap om och intresse för utveckling och bistånd 2016-2019. Magnus Liljeström.
- Avtal mellan Sida och Publicistklubbens Hiertanämnd om stöd till stipendiater under 2017-2020
- Forum Syd (2017) Kunskapsproduktion enligt planerade mål. En utvärdering av resultat och handläggning i Forum Syds förmedling av statliga informationsbidrag 2014–2016
- Forum Syd (2018) Information and Communication Programme. Annual Report 2018
- Forum Syd (2019). Information and Communication Programme. Annual Report 2019
- ForumCiv (2020): Protokoll Uppföljningsmöte Sida Partnership Forum och Forum Civ 2020
- Gullers Grupp (undated): Stöd till granskning. Genomlysning av Sidas utlysning.
- Gullers Grupp (2016a): Ansökningar till Sida. En sammanställning och analys av innehållet i ansökningar från CSO. Hösten 2016.
- Gullers Grupp (2016b): Sida is svenskarna ögon 2016. En undersökning om allmänhetens syn på bistånd och Sida.
- Gullers Grupp (2017a): Globala Målen. Sammanställning av resultaten av kommunikationsaktiviteter genomförda 2016.
- Gullers Grupp (2017b): Sida is svenskarna ögon 2017. En undersökning om allmänhetens syn på bistånd och Sida.
- Gullers Grupp (2017c) Analys av ansökan info-kom Afrikagrupperna
- Gullers Grupp (2018a): Globala Målen. Sammanställning av resultaten av kommunikationsaktiviteter genomförda 2017.
- Gullers Grupp (2018b): Sida is svenskarna ögon 2018. En undersökning om allmänhetens syn på bistånd och Sida.
- Gullers Grupp (2019a): Globala Målen. Sammanställning av resultaten av kommunikationsaktiviteter genomförda 2018.
- Gullers Grupp (2019b): Sida is svenskarna ögon 2019. En undersökning om allmänhetens syn på bistånd och Sida.
- Gullers Grupp (2019c): Utvärdering Glokala Sverige 2019

Hierta stipendiatrapport 2015

Insatser InfoKom-strategin 2020.

Insatser och utfall Sida KOM 2016-2020.

Liljeström, Magnus (2020): Varma och kalla. En analys av vem som tycker vad om bistånd.

Madder (2020) Fired up – ready to go! Utvärdering av Focum Civs program Globalportalen 2020

MFA (undated): Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development.

MFA (2015): Strategy for support via Swedish civil society organisations for the period 2016-2022.

Portföljöversikt Sidas insatser.

Portföljöversikt SPF-insatser 2018.

SADEV (2012): Strategi för information och kommunikation. Genomförande och effekter av verksamhet finansierad av Sida. SADEV rapport 2012:2.

Sida (2015): Operationaliseringsplan. Promemoria. KOM.

Sida (2016): Utvärdering Utvecklingsforum 2016

Sida (2016a): FN-förbundets Agenda 2030-insats i svenska kommuner. Sammanfattande resultatuppdatering 20200116

Sida (2016b): Uppdragsbeskrivning. Sida Alumni

Sida (2016c): Reflexioner Utvecklingsforum 2016

Sida (2017a): Afrikagrupperna: Afrikagruppernas Informationsbidrag 2017. Beredning av insats. Slutgiltig

Sida (2017b): Beslut om insats, Afrikagruppernas informationsbidrag 2017

Sida (2017c): Beslut om att arrangera Utvecklingsforum 2017

Sida (2017d): Reflexioner Utvecklingsforum 2017

Sida (2017e): Strategirapport för informations- och kommunikationsverksamhet 2017.

Sida (2017f): Svenska Missionsrådet info/kom 2018-2019. Beredning av insats. Slutgiltig

Sida (2018a): Beslut om att arrangera Utvecklingsforum 2018

Sida (2018b): Beslut om insats, WWF informationsbidrag 2018

Sida (2018c): Genomgång av Slutrapport Sida Alumni 2018

Sida (2018d): Strategirapport år 1 för informations- och kommunikationsverksamhet 2016-2022.

Sida (2018e): WWF Informationsbidrag 2018. Beredning av insats. Slutgiltig

Sida (2018f): WWF:s informationsbidrag 2018, 2019-2022. Ställningstagande till rapport 2020-06-29

Sida (2018g): Union to union Infokom 2018-2019, 2020-2022. Sammanfattande resultatuppdatering, bedömning av genomförande 2018

- Sida (2018h): Utvärdering Utvecklingsforum 2018
- Sida (2019a): Afrikagruppernas infokom 2017-20. Sammanfattande resultatuppdatering – Bedömning av genomförande, slutgiltig.
- Sida (2019b): PM inriktning och syfte Utvecklingsforum 2019
- Sida (2019c): Sida infokomrapport 2019
- Sida (2019d): Slutrapport Sida Alumni 2019. Mikael Botnen Diamant
- Sida (2019e): Svenska Missionsrådet info/kom 2018-2019, 2020-2021. Ställningstagande till rapport
- Sida (2019f): Svenska Missionsrådet info/kom 2018-2019, 2020-2021. Sammanfattande resultatuppdatering. Bedömning av genomförande
- Sida (2019g): Strategiplan information och kommunikation 2019-2021.
- Sida (2019h): Strategirapport (2018) för informations- och kommunikationsverksamhet, inklusive genom organisationer i det civila samhället 2016-2022.
- Sida (2019i): Forum Syd info/kom 2018-2019 Beredning av insats, slutgiltig
- Sid (2019j): FS info/kom 2018-2019, 2020-2022 Sammanfattande resultatuppdatering - Bedömning av genomförande
- Sida (2020a): Strategiplan information och kommunikation 2020-2022.
- Sida (2020b): Strategirapport (2019) för informations- och kommunikationsverksamhet, inklusive genom organisationer i det civila samhället 2016-2022.
- Sida (2020c): Ställningstagande till rapport Afrikagrupperna 2020-06-29
- Sida (2020d): FN-förbundets Agenda 2030-insats i svenska kommuner. Ställningstagande till rapport. 20200611
- Sida (2020e): FN-förbundets Agenda 2030-insats i svenska kommuner. Beredning av insatsändring. 20200220
- Sida (2020f): Union to union Infokom 2018-2019, 2020-2022. Sammanfattande resultatuppdatering, bedömning av genomförande 2020
- Sidas medieanalyser 2017-2019.
- SMR (2019a): Protokoll från årsgenomgång SMR – Sida SPF, 2019-08-15
- SMR (2019b): SMR:s informations- och kommunikationsanslag 2019. Årsrapport
- Union to union (2018a): Baslinjestudie 2018
- Union to Union (2018b): Huvudrapport 2018
- Union to union (2018c): Resultatmatriser: Information- och kommunikation i Sverige 2018
- Union to union (2018d): Riktlinjer för ansökan om informationsbidrag från Union to Union
- Union to Union (2019a): Lägesrapport Information och kommunikation Union to Union 2019
- Union to union (2019b). Verksamhetsberättelse 2019
- Utvärdering Almedalen 2019
- Utvärdering utvecklingsmagasinet Almedalen 2019
- WWF (2018): Ansökan. Agenda 2030 i kommuner, landsting och regioner

Annex 5 – List of interviewees

Name	Position	Organisation	Date of interview
Abrahamsson, Cecilia	Programme Manager	Afrikagrupperna	23 Oct
Andersson, Britt-Louise	Head of Advocacy and Communication	ForumCiv	1 Oct
Berg Khan, Elisabeth	Programme Manager	Sida-CIVSAM	30 Sep
Blucher, Anna	Project Manager	ForumCiv	6 Oct
Broquist Lundegård, Susie	Senior Project Coordinator	WWF	15 Oct
Carlbrand, Therese	Coordinator for the Strategy	MFA-IU	14 Oct
Cory, Anna	Project Manager, Programme manager, Development Forum	Sida-KOM	1 Oct
Eidmark, Lina	Former MFA-KOM staff member	MFA-KOM	7 Oct
Ekberg, Hillevi	Head of Unit (leaving)	Sida-KOM	30 Sep
Emanuelsson, Anette	Responsible for Sida.se	Sida-KOM	30 Sep
Fackel, Nicola	Programme Manager, Union to Union	Sida-SPF	8 Oct
Fassali, Lena	Programme Manager	Sida-SPF	6 Oct
Freij, Ulrika	Project Manager	UNA	14 Oct
Fällman, Karin	Head of Unit	Sida-CIVSAM	15 Oct
Gradin, Linda	Communication Officer	Sida-SPF	6 Oct
Grantz, Helen	Programme Coordinator	WWF	15 Oct
Gregow, Karin	Project Manager, GDI	ForumCiv	6 Oct
Hagberg, Inga-Lill	Press Secretary, Programme Manager, Hiertanämnden	Sida-KOM	8 Oct
Hernborg, Emma	Responsible for social media	Sida-KOM	1 Oct
Imani, Sepideh	Head of Unit (new)	Sida-KOM	13 Oct
Isaksson, Viktoria	Programme Manager	SMC	14 Oct
Jansson, Beatrice	Programme manager	Union to Union	13 Oct
Johansson, Pekka	Press Secretary	UNA	14 Oct
Kron, Fredrik	Policy, communication & advocacy Manager	Union to Union	13 Oct
Lindfors, Louise	Secretary General	Afrikagrupperna	23 Oct
Lorenz, Elisabeth	Coordinator	Sida-KOM	12 Oct
Melbing, Maria	Head of Unit, Programme Manager, Forum CIV	Sida-SPF	29 Sep

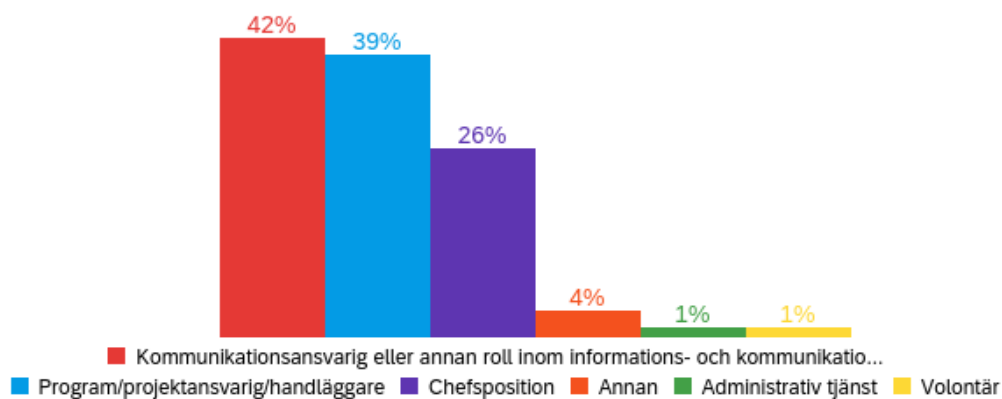
Mellergård, Hanna	Head of Unit for International Development Cooperation	SMC	14 Oct
Merkel, Annabel	Programme Manager	ForumCiv	8 Oct
Metell Cueva, Karin	Head of Unit	Sida-CAPDEV	29 Sep
Nilsson, Andreas	Programme Manager, Afrikagrupperna	Sida-SPF	6 Oct
Nordin, Marianne	Project Manager	WWF	15 Oct
Norinder, Julia	Head of Department	Sida-HRKOM	5 Oct
Sahlstrand, Ylva	Coordinator, Authorities	Sida-CAPDEV	15 Oct
Sjöström, Maria	Former Coordinator	Sida-SPF	15 Oct
Söderström, Kerstin	Communication Manager, Lokala Sverige	UNA	14 Oct
Sundqvist, Josephine	Programme Manager, UNA and WWF	Sida-SPF	9 Oct
Stenström, Cecilia	Communication Manager	WWF	15 Oct
Svensson, Sanna	Advocacy Adviser	SMC	14 Oct
Teague, Johanna	Ambassador, former Head of MFA-IU	MFA-IU	8 Oct
Wedenstam, Camilla	Programme Manager, Swedish Mission Council	Sida-SPF	5 Oct
Widell, Kerstin	Strategy Coordinator, Programme Manager Sida Alumni and Global Goals	Sida-KOM	13 & 15 Oct

Annex 7 – Survey report

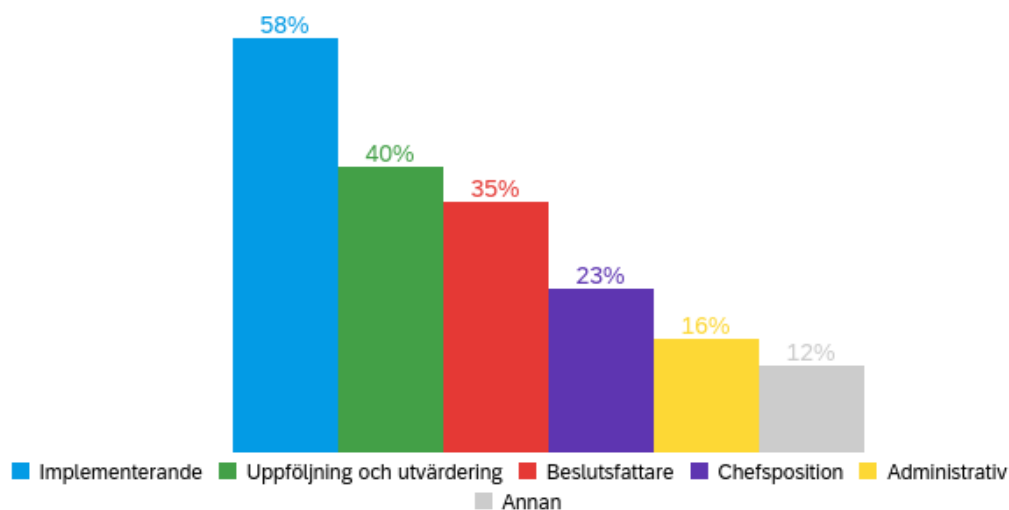
1. Vilken typ av organisation arbetar du för?



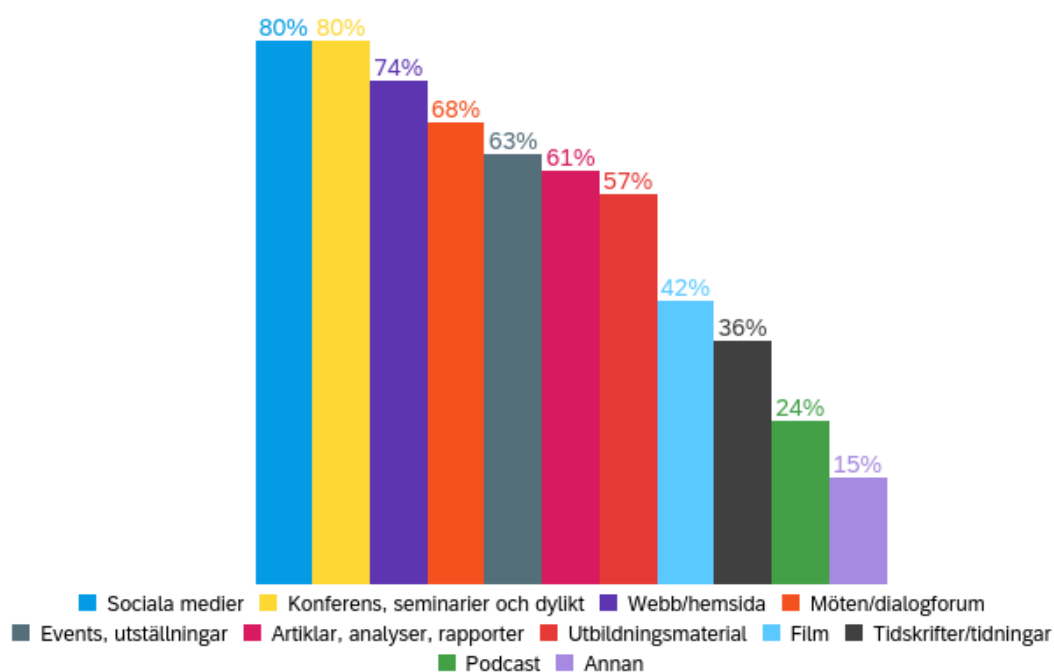
2. Vilken är din roll i organisationen?



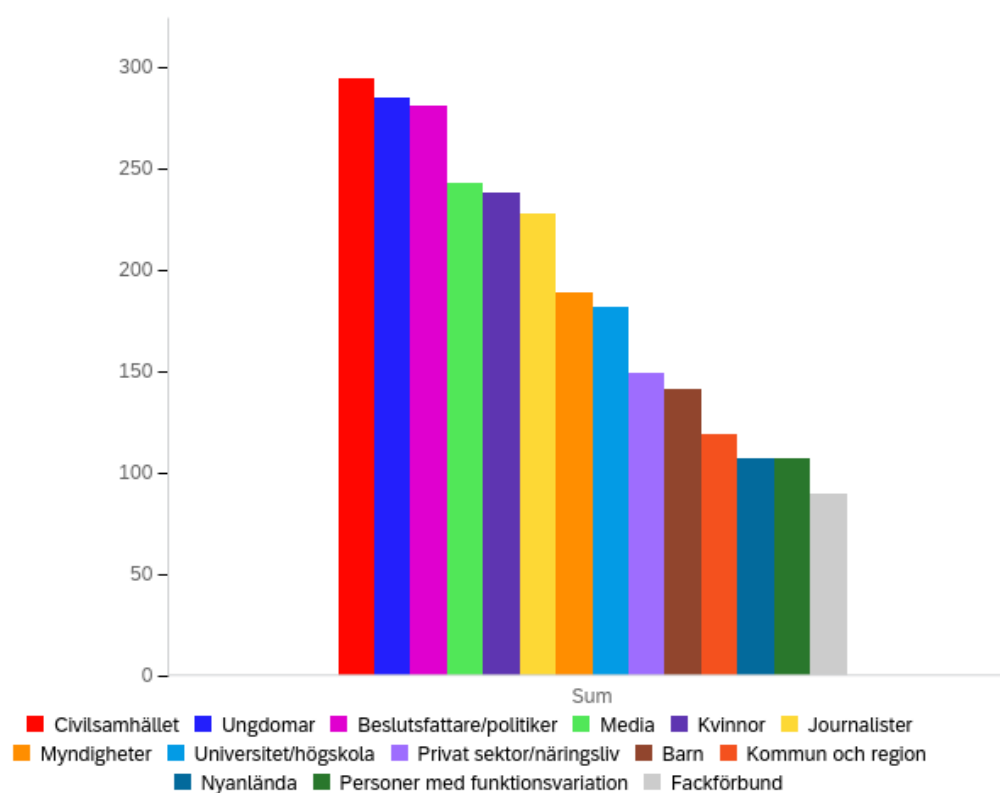
3. Vilken är din roll inom din organisations informations- och kommunikationsverksamhet?



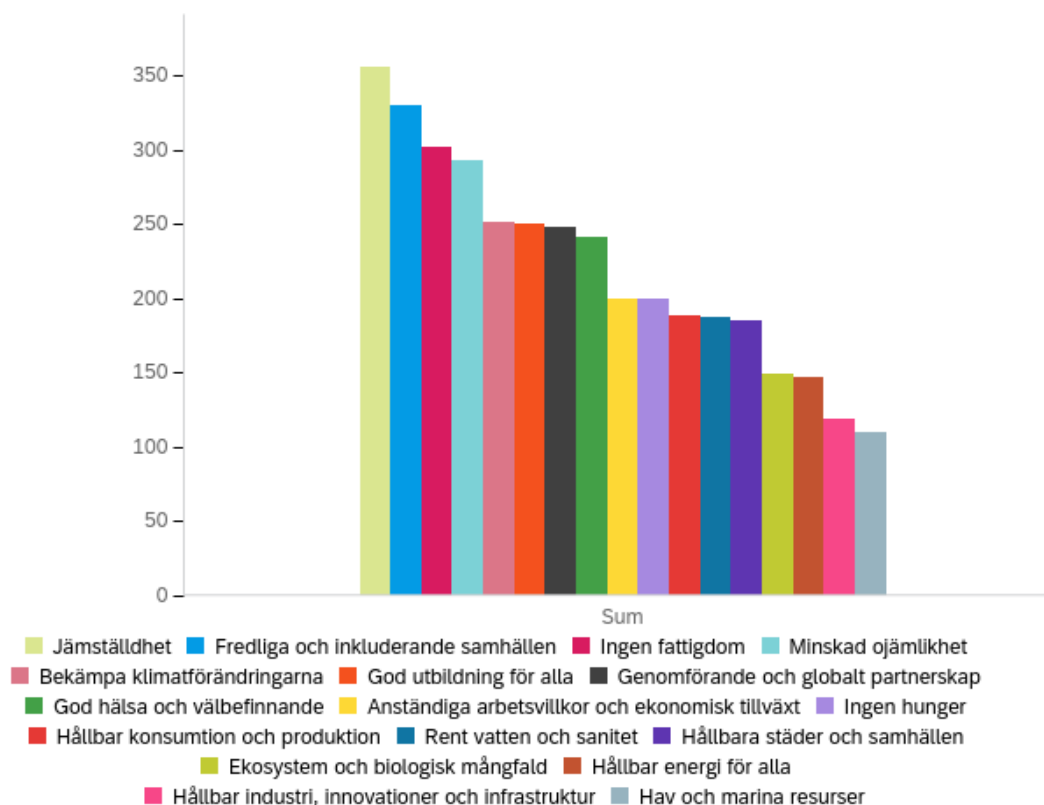
4. Vilken typ av informations- och kommunikationsverksamhet i Sverige är du involverad i?



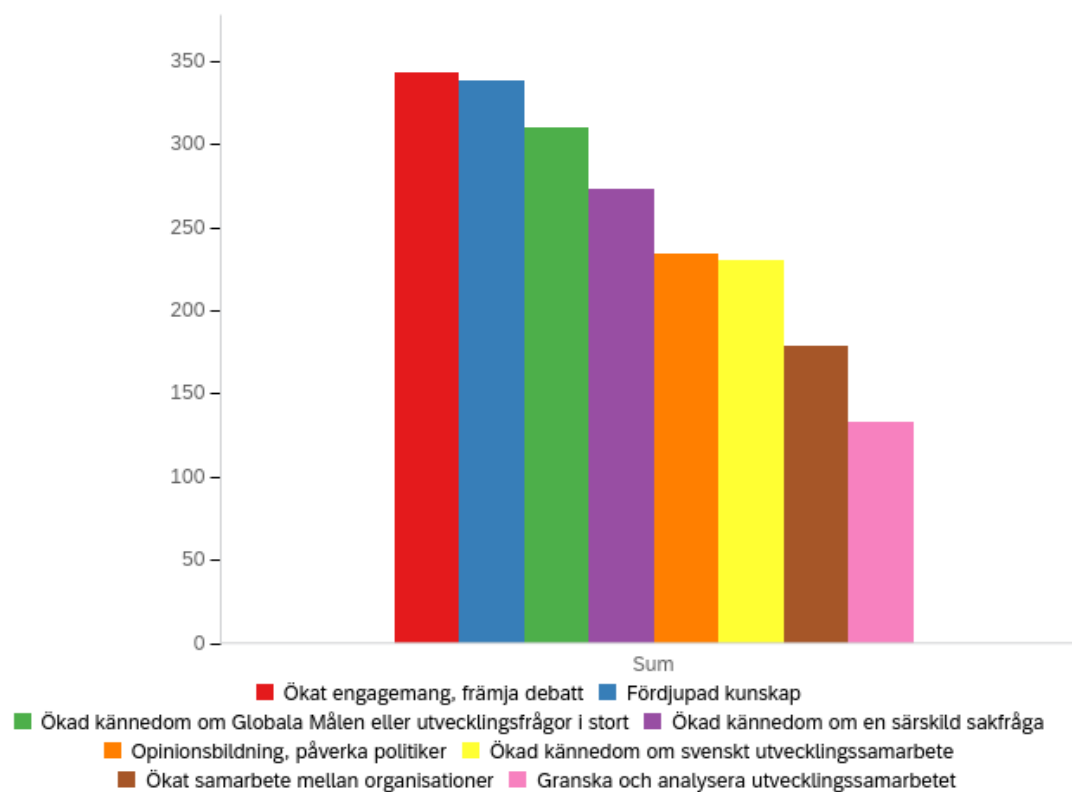
5. Vilka av följande är de främsta målgrupperna för er informations- och kommunikationsverksamhet?



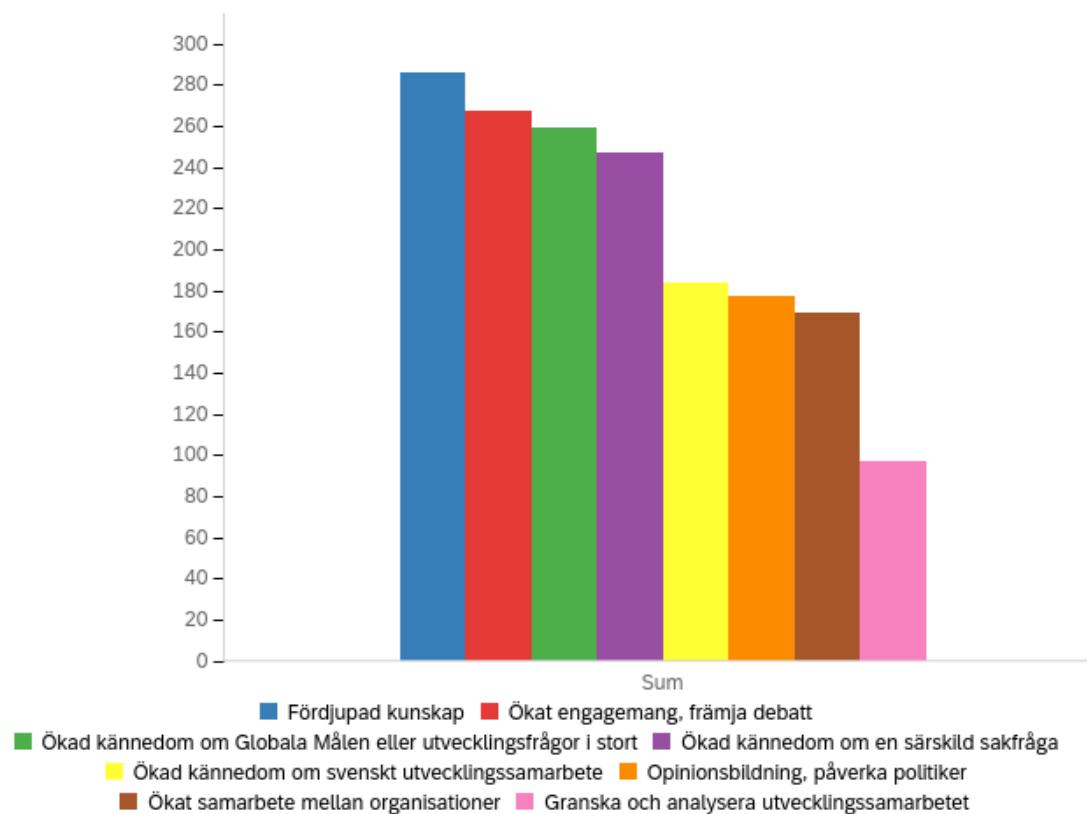
6. Vilka Globala Mål har informations- och kommunikationsverksamheten berört?



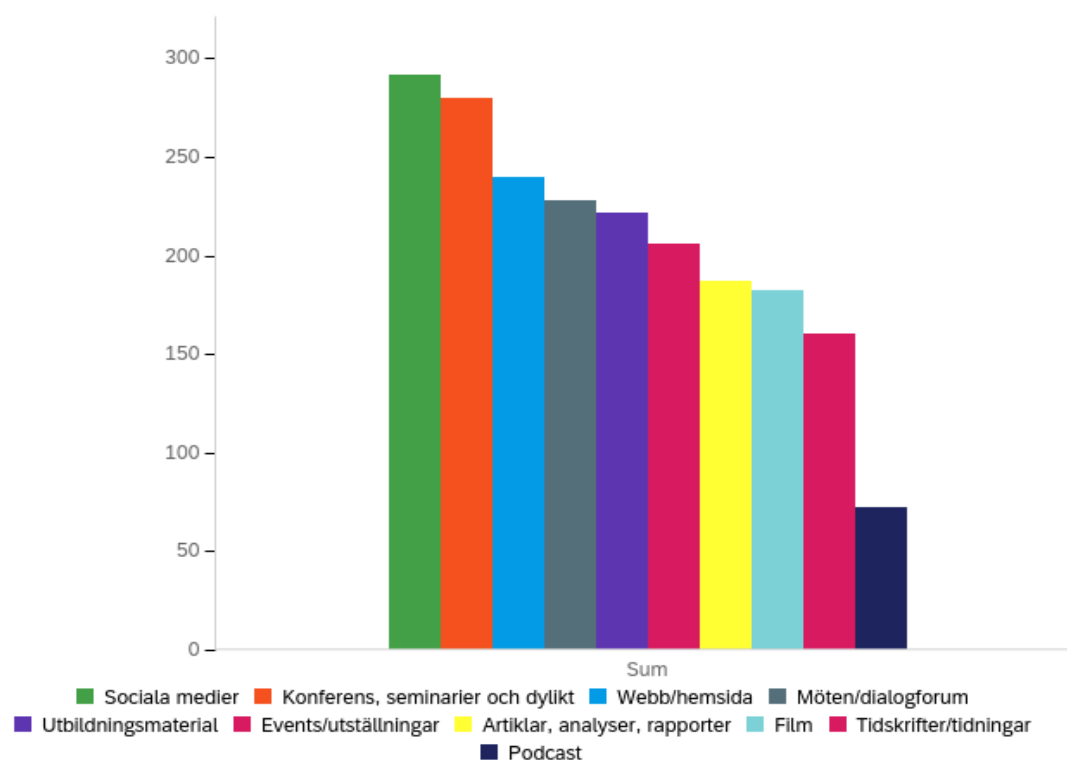
7. Vilka är de huvudsakliga målen med informations- och kommunikationsverksamheten?



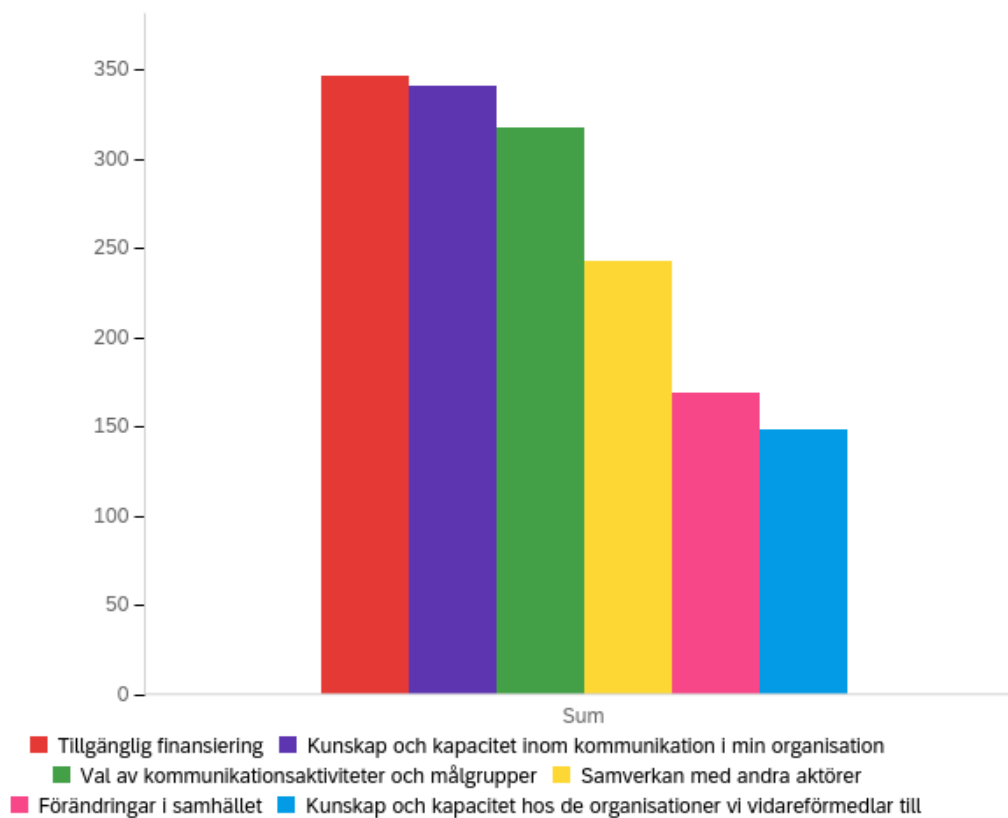
8. I vilken utsträckning har dessa mål uppnåtts så vitt du känner till?



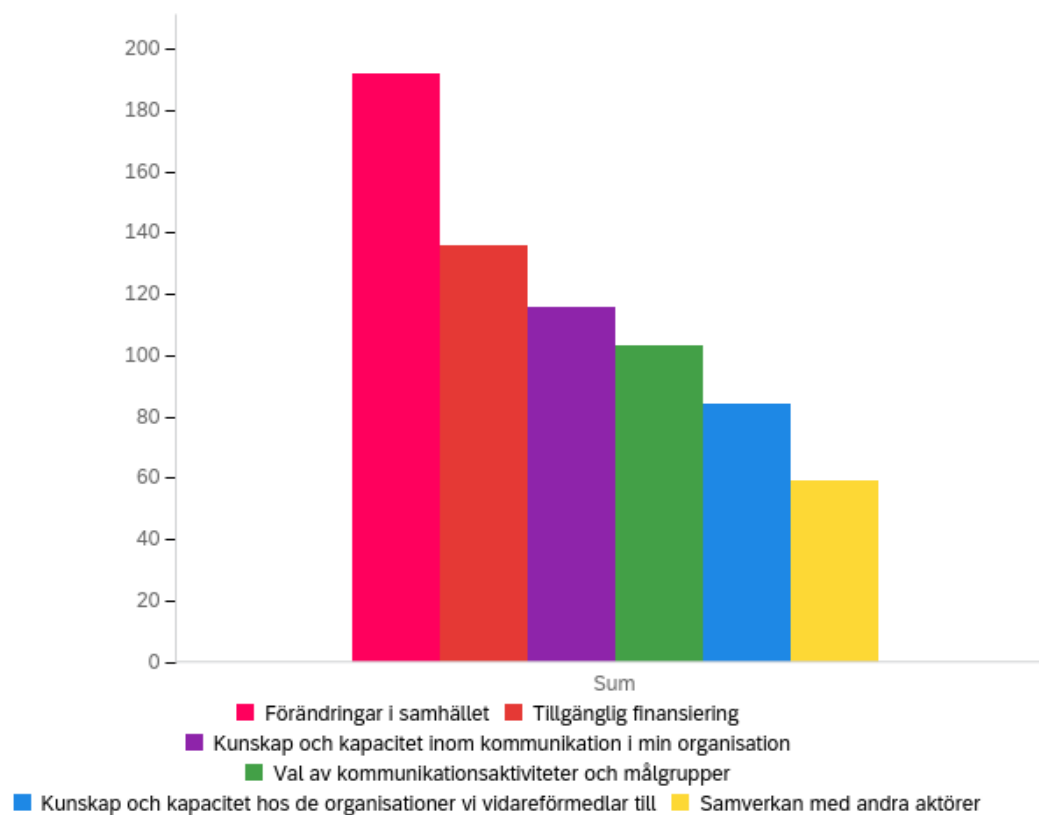
9. Vilken typ av aktiviteter har varit mest (5), respektive minst (1) lyckade/ändamålsenliga?



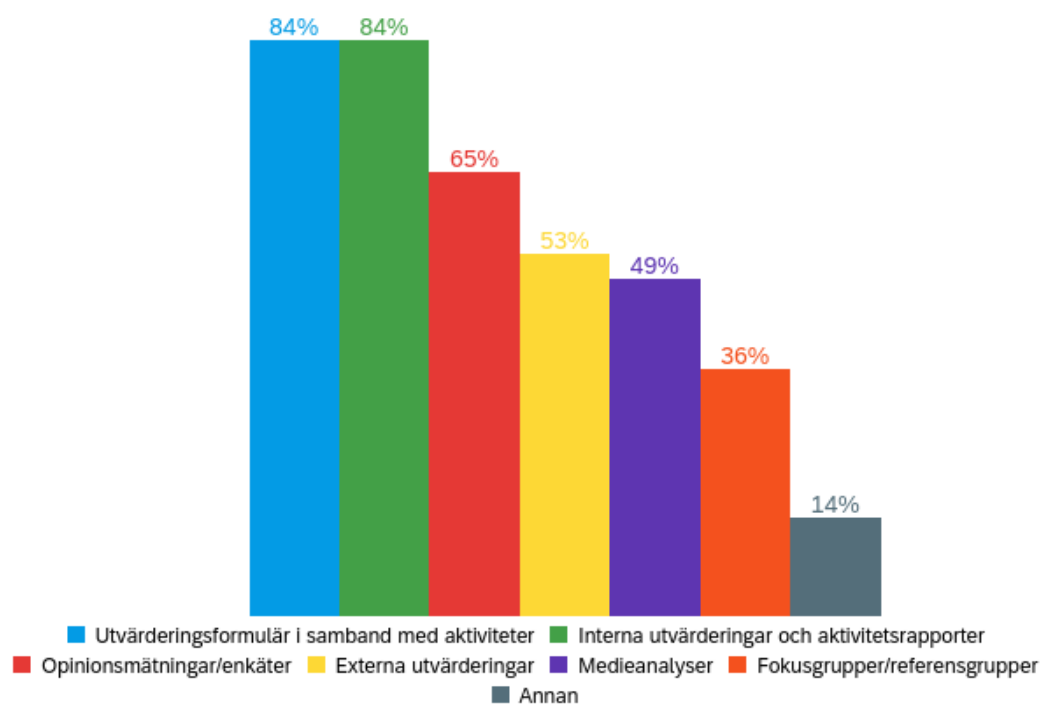
10. Vilka faktorer har haft positiv inverkan på hur väl informations- och kommunikationsverksamheten uppnått sina mål?



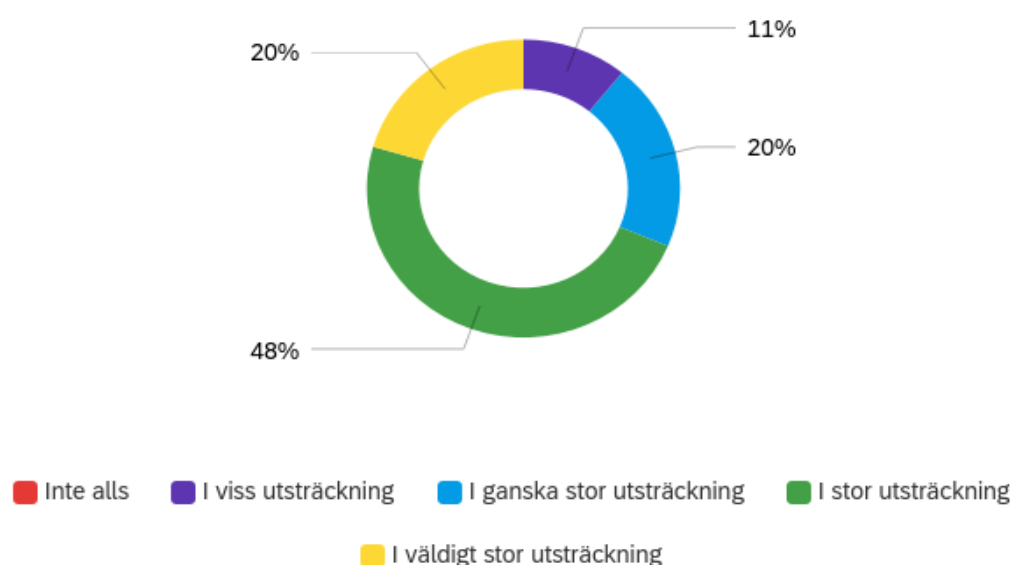
11. Vilka faktorer haft negativ inverkan på hur väl informations- och kommunikationsverksamheten uppnått sina mål?



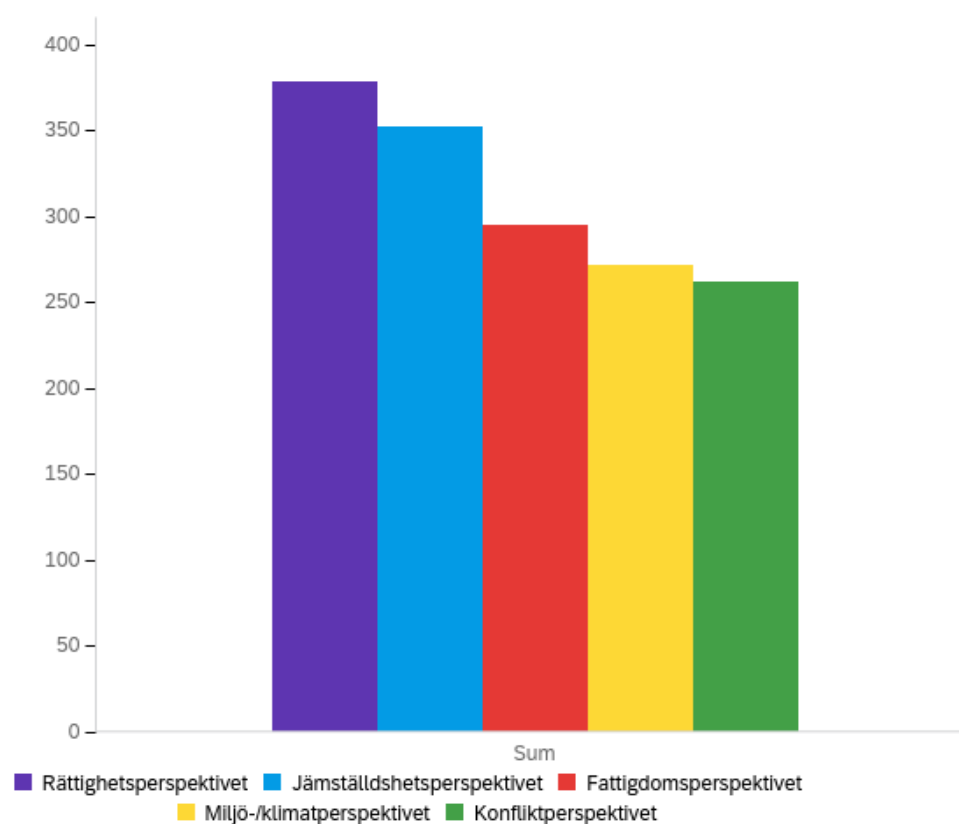
12. Vilka verktyg använder ni för att följa upp och utvärdera er informations- och kommunikationsverksamhet?



13. I vilken utsträckning har ni dokumenterat lärdomar och använt er av dessa i planeringen av nya projekt/aktiviteter?



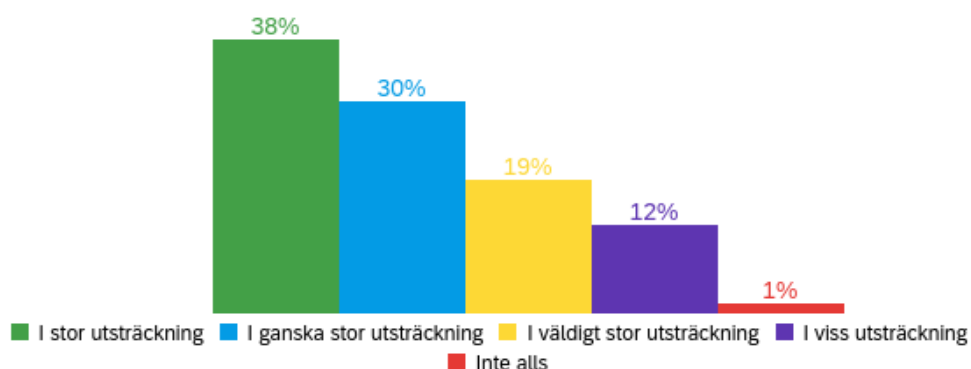
14. I vilken utsträckning har ni integrerat de fem perspektiven i er informations- och kommunikationsverksamhet?



15. Har din organisation en skriftlig kommunikationsstrategi/-plan?

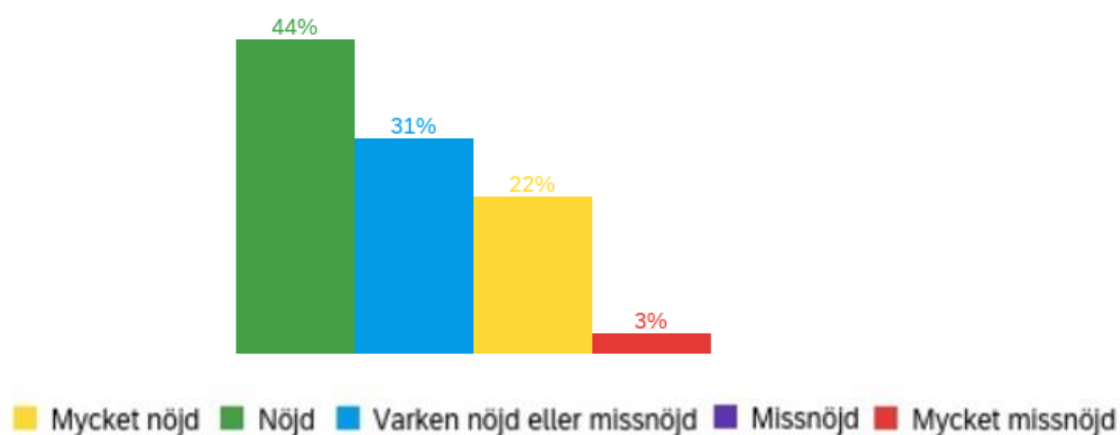
Ja	87%
Nej	13%

16. I vilken utsträckning är informations- och kommunikationsverksamheten integrerad med annan verksamhet i er organisation?

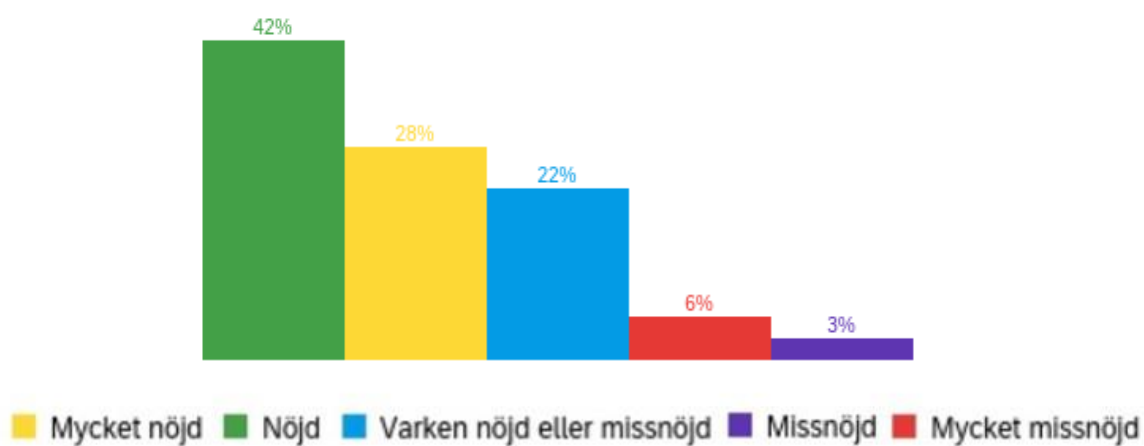


17. Om du är en organisation som fått direkt medel av Sida: Hur nöjd är du med Sidas roll och hantering av Infokomstrategin avseende följande?

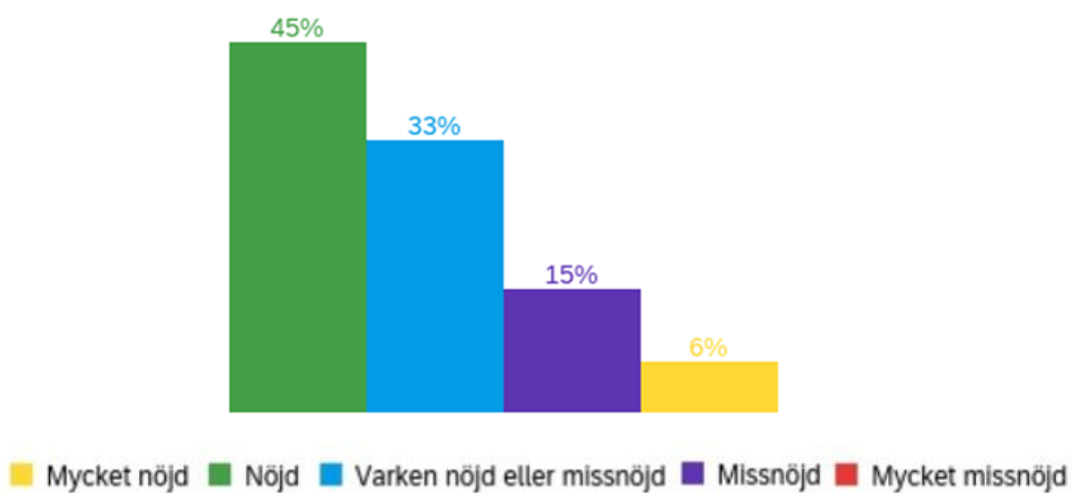
Ansökningsprocess



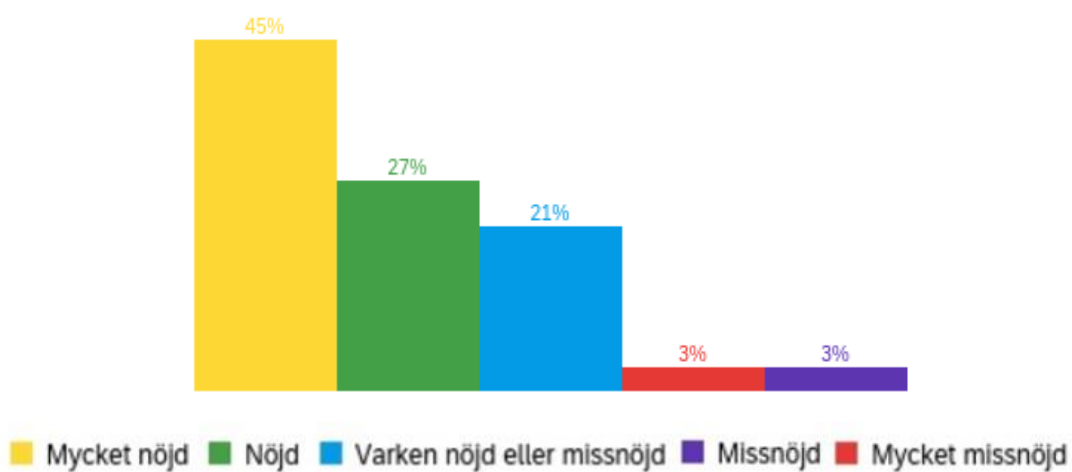
Resultatrapportering



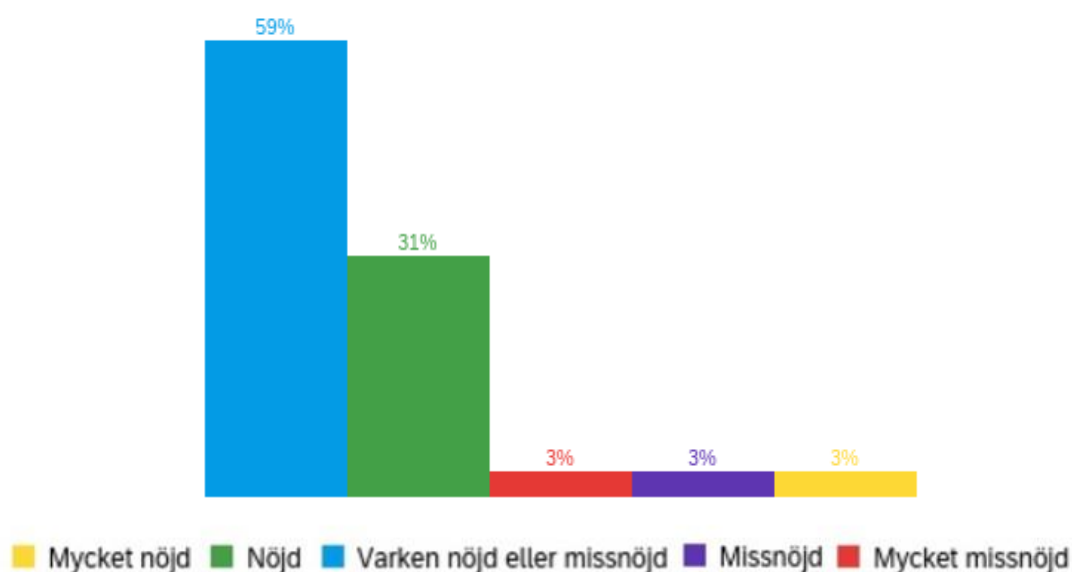
Utbildning



Dialog

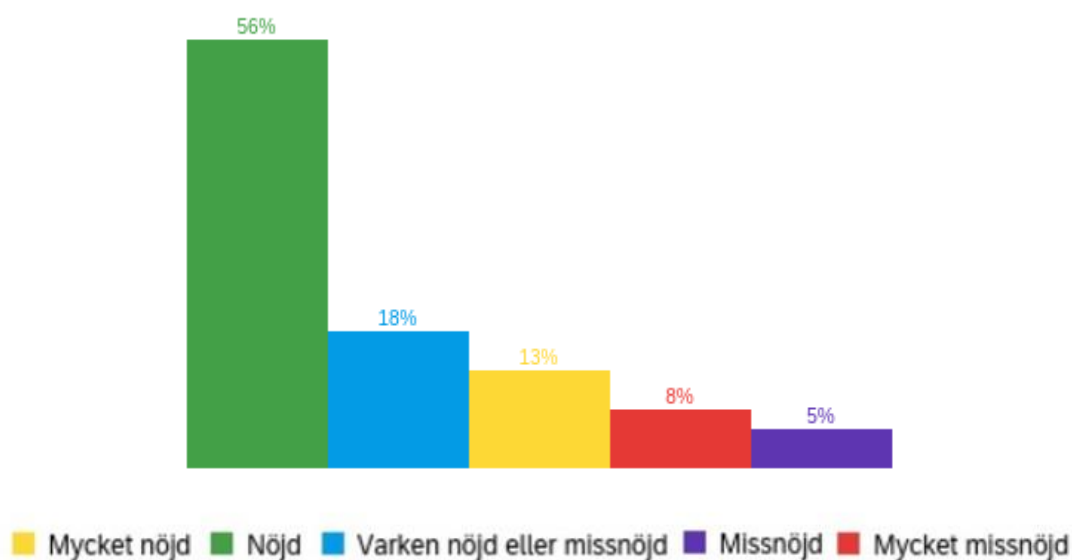


Annat tekniskt eller administrativt stöd

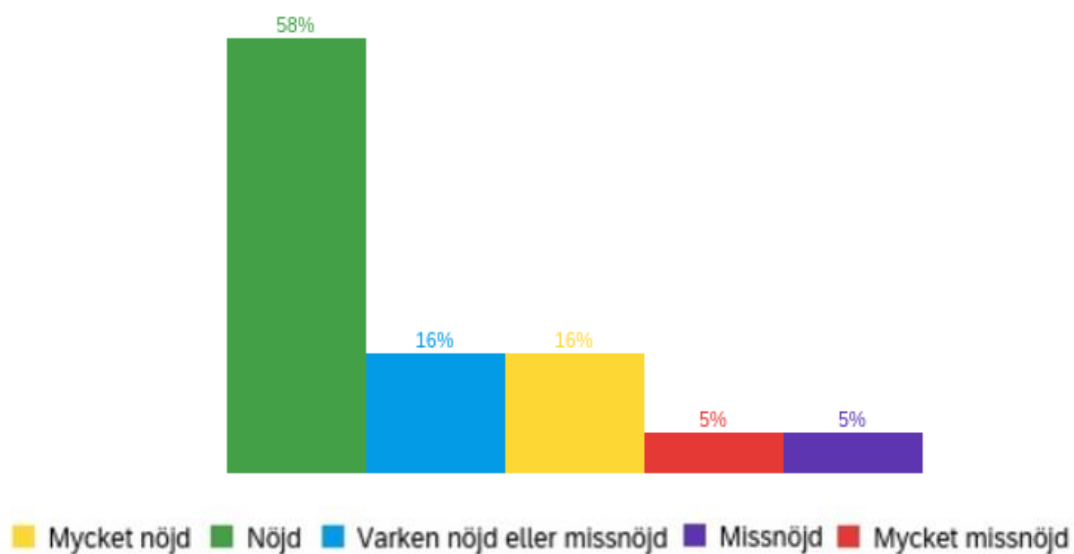


18. Om du är en organisation som får finansiering via en Strategisk partnerorganisation (SPO): Hur nöjd är du med den vidareförmedlande organisationens roll och hantering av Infokomstrategins medel avseende följande?

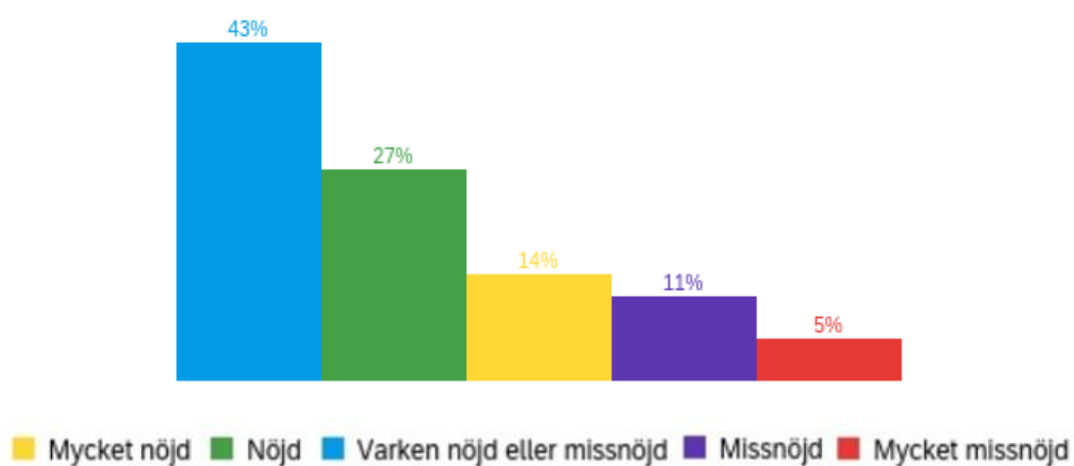
Ansökningsprocess



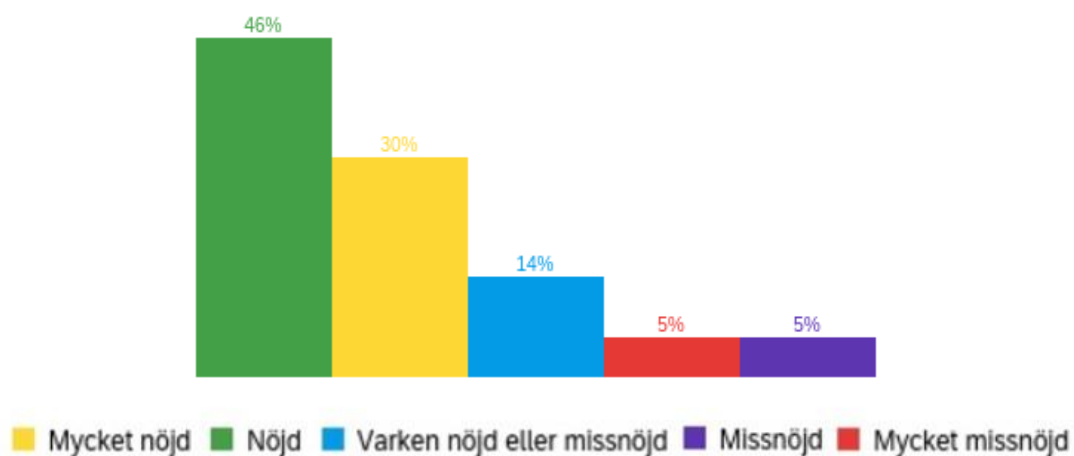
Resultatrapportering



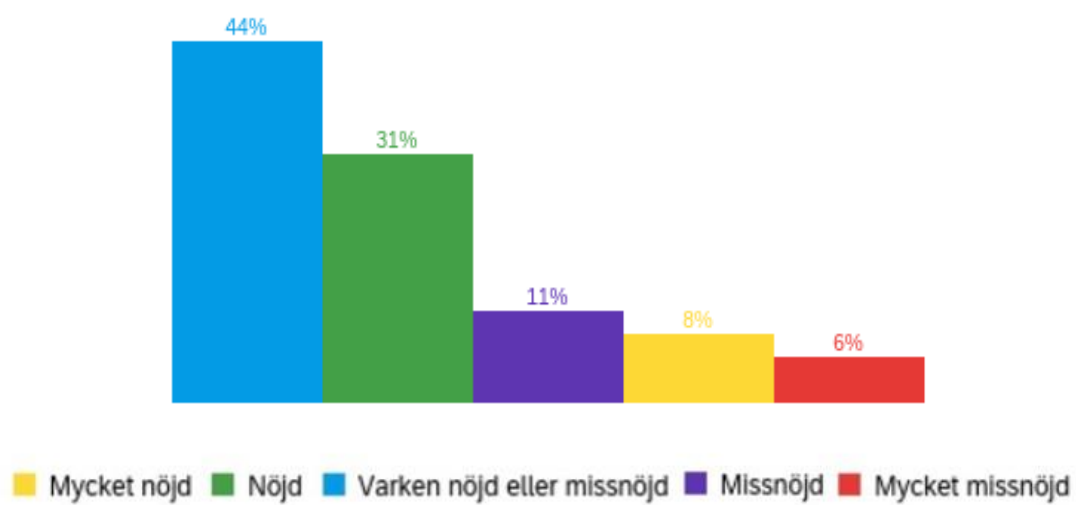
Utbildning



Dialog



Annat tekniskt eller administrativt stöd





Evaluation of the implementation of the Strategy for information and communication operations, including through organisations within the civil society during the period 2016–2022.

The Strategy for Information and Communication Operations, including through Organisations within Civil Society (InfoCom Strategy) aims to inform about Swedish development cooperation, to promote open debate, popular interest, enhanced commitment and increased participation in Sweden for a sustainable global development. The objective of the evaluation was to assess the implementation of the InfoCom Strategy and to contribute to Sida's in-depth strategy report to the MFA and to provide recommendations for the continued implementation of the strategy and the coming strategy period. The evaluation was guided by the criteria of relevance, coherence and effectiveness. The evaluation found that the relevance of the strategy could be enhanced and, while there is coherence between the InfoCom Strategy and other strategies, synergies have generally not been explored. The evaluation also found that the ability to achieve results at the contribution level has been affected by the level of funding available, organisational capacity, and societal changes. The report makes a number of recommendations to Sida for the continued implementation of the strategy and the coming strategy period.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 [0]8-698 50 00. Telefax: +46 [0]8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

