

Partnerships in Action

How to Present a Development Programme

This paper, by the North-South Network, provides a framework for presenting a development programme. It is important that each party is clear why the project is being undertaken and what is to be achieved by the parties concerned, individually and jointly. This is especially important where funding is concerned.

When presenting a development programme, it is important to include the following elements:

1. Summary

The summary should give a brief outline of the programme, i.e. the aims and objectives, expected results, activities, resources needed, costs, evaluation criteria and hypotheses.

2. Context

Define the general framework of the project and analyse the problems which the programme aims to help solve.

2.1 National policies which could have an impact upon the programme

Analyse the country's macro-economic context as well as policies relating to the programme's spheres of activity.

2.2 Local, regional or national conditions

Describe the local, regional or national conditions which have given rise to the problems which the programme is supposed to solve.

2.3 Who is to benefit from the action

Analyse the motives of those who are intended to benefit from the programme, if possible by discussing this with them directly. This is essential in order to determine the problems to

be solved, the objectives to be reached and the actions to be undertaken.

2.4 Problems to be solved

Describe the problems which the project is intended to solve.

2.5 Related actions

Examine related projects which have already been undertaken, are underway or planned.

2.6 Documentation available

Indicate the information sources (studies, evaluations, project reports etc.) used in preparing the programme.

3. Intervention

Define the objectives to be fulfilled (once the problems have been analysed), the results expected from the programme, the actions which will lead to these results, the strategy to be used and the reasons for these choices.

3.1 General objectives

This refers to the general development objectives to which the programme will contribute.

3.2 Specific objectives (changes which are to be brought about)

The specific objectives should be consistent with the general objectives.

Some guidelines on the formulation of specific objectives:



- express in positive terms one of the problems identified under point 2;

- at the same time, define evaluation indicators and the means of checking their validity.

3.3 Expected results

Specify the main material and immaterial results required in order to reach a specific objective.

3.4 Expected educational results

Since the mission of Guiding and Scouting is to educate young people, it is essential to give a clear explanation of the educational results to be achieved.

3.5 Activities

Describe the main activities designed to obtain the required results.

4. Hypotheses

Hypotheses define external factors which cannot be influenced directly by the project, but which are vital for its success.

4.1 Hypotheses at different levels

What are the assumptions and implicit conditions at various levels (actions, expected results, specific objectives, government policies, etc.) which ensure that the objectives are fulfilled?

4.2 Risks and flexibility

Describe possible risks e.g. natural, political, social, financial, economic. In order to deal with unforeseen circumstances or uncontrollable factors, the programme needs to be fairly flexible and adaptable. Provision for this should be included in the budget.

5. Implementation of the programme

Internal matters regarding the organisation and implementation of the programme should be explained in this section.

5.1 Material and immaterial resources

Determine the infrastructure needed, as well as equipment, local staff, services (research, technical assistance, implementation, checks, evaluation), credit lines and possible unforeseen circumstances.

5.2 Organisation, procedures and working methods

Define procedures and the responsibilities of the people and organisations co-operating in the programme. Planning is an essential step in this process.

5.3 Timetable for operations

The timetable needs to be realistic and easily checked.

2



5.4 Costs and funding plan

Describe sources of funding, as well as the expenditure and source of income for each operation.

5.5 Special conditions for further action by the government

Describe the commitment made by national authorities or their involvement in implementing the programme.

6. Factors which ensure that the programme is viable

The viability of a programme depends mainly on the following factors:

6.1 Political support

Specify whether political action needs to be taken by the government, in order to ensure that the programme is successful.

6.2 Appropriate technology

Specify the kinds of technology to be used and the reasons for choosing them.

6.3 Environmental awareness

Explain which steps are to be taken to protect the environment.

6.4 Socio-cultural aspects/ women and development

Specify the socio-cultural factors underpinning the programme, and particularly the role of women.

6.5 Institutional managerial capacity

Identify the managerial capacity of the organisations participating in the programme.

6.6 Economic and financial analyses

Specify the benefits to be gained from the programme and give estimates of costs/profit for social infrastructure.

7. Follow-up and evaluation

Explain how the programme is to be evaluated, both during and after its implementation.

7.1 Indicators

Define the main evaluation indicators and the means of checking their validity. Evaluation indicators express either a quantitative or qualitative measure related to an objective.

7.2 Possible adaptations

After considering all the various options, anticipate suitable corrective action which could be taken if the programme needs to be adapted during the implementation phase.

3

