

Guidelines for results strategies within Sweden's international aid



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Guidelines for results strategies within Sweden's international aid

3 annexes:

- Guidance document for the development and follow-up of results strategies for aid in countries and regions
- Guidance document for the development and follow-up of results strategies for cooperation with/through multilateral organisations
- Guidance document for the development and follow-up of results strategies for aid with a thematic focus

These guidelines refer to methods for the development, design, implementation and follow-up of results strategies governing Sweden's international aid in individual countries or regions, or through multilateral organisations, and aid with a thematic focus¹. These guidelines mainly apply to activities financed by – and aimed at helping to achieve the objective of – expenditure area 7 International aid. They also apply to Sweden's multilateral commitments, which – beyond expenditure area 7 – are also financed by, and aim to help achieve the objectives of, other expenditure areas.

The results strategies are part of the Government's clarified focus on results in Swedish aid. The aim is for the Government to use results strategies to improve possibilities of reaching and following up aid results.

In a results strategy the Government states, among other things, what results Sweden's aid is expected to contribute to during a certain period and with a certain allocation of funds from the aid budget.

1. Purpose of the guidelines

These guidelines are intended for the Government Offices, missions abroad and the Swedish Agency for International Development Cooperation (Sida), and in relevant parts also for other agencies tasked with implementing results strategies.

The guidelines state the guiding principles and starting points for the development, design, implementation and follow-up of results strategies.

The supplementary annexes also provide guidance for how the three types of results strategies are to be designed and followed up.

1. To replace earlier cooperation strategies, organisation strategies or thematic strategies.

2. Guiding principles and starting points

Swedish aid is to be innovative, long-term, results-based and cost-effective. The Government's overarching political focus and thematic priorities provide guidance in terms of the substance of Swedish aid and are to be reflected in the planning and implementation of results strategies. The conditions for development, design, implementation and follow-up vary between the different types of results strategies.

Focus on the perspective of poor people on development and the rights perspective.

The perspective of poor people on development and a rights perspective that places the individual's freedom and human rights at the centre are applied in the development², design, implementation and follow-up of results strategies. This means that poor people's rights, needs, conditions, interests and priorities are to form the starting point for the Government's efforts to achieve the overarching aid policy objectives. Information is to be gathered about the problems, needs and priorities of the people targeted by Swedish aid. This information can be obtained through field visits and by analysing the existing information from research, evaluations or the gathering of data from local organisations. Different methods (e.g. focus groups) of consulting individuals living in poverty and lacking freedom – proceeding from insights into local power relations – are to be used whenever possible.

Increased focus on results

Aid is to be managed in a results-based manner. This means that the Government, in its governance, must be clear about what results it wants to achieve and that decisions about the future design of aid are to a great extent to be based on an analysis of the results that have been achieved. A prerequisite for the Government and those implementing aid being able to learn more about the results of aid, what works and what does not work, is that it is possible to follow up and evaluate aid. This is why it is essential, already in the planning stage, to ensure that it is possible to follow up and evaluate the activities to be implemented.

In the results strategies, the Government must be clear about what results an activity that Sweden is fully or partially financing is expected to contribute to. It must be possible to follow up and analyse the expected results stated in the results strategies. This is of key importance to be able to draw conclusions and learn from experience ahead of future decisions. Sweden is also to work towards cooperation partners³ applying a results-based working method in their activities as well.

The results strategies are to state the expected results for selected areas, rather than in traditional aid sectors. Expected results can, for example, be formulated within areas such as better maternal health, greater legal security for women, strengthened civil society, increased ability to meet climate challenges or increased employment for young people in rural areas. Expected results are to be stated in quantitative terms wherever possible and appropriate. It may be necessary to implement contributions in several sectors in order to achieve the expected results. However, Sweden is to strive to focus its aid in each country, region, theme or multilateral organisation.

It is important that the expected results are concrete and realistic in relation to the context to which they refer, e.g. the situation in the partner country. The expected results are to be

2. In accordance with Government Bill 2002/03:122, Swedish aid policy is to be guided by two fundamental perspectives: (1) the perspective of poor people on development and (2) a rights perspective.

3. Cooperation partners are defined as governments, authorities, organisations or other implementers of Swedish aid.

formulated in such a way that it is possible to achieve and monitor them during the strategy period. The starting point is the problems and challenges that the Government wants Swedish aid to help resolve and that have been identified on the basis of the partner country's national development strategy, among other things.

The expected results are to form the starting point for choosing cooperation partners, unless the Government decides otherwise.

The results strategies for cooperation with or via multilateral organisations are to state what results the multilateral organisations' activities are expected to achieve and what results Sweden's support is intended to contribute to. The organisations' own results framework and the internal reform work that is under way in each multilateral organisation are to form the basis of the design of multilateral results strategies.

The results to which Swedish aid is expected to contribute may be expressed differently depending on the nature and context of the cooperation. It may be possible to follow up certain results immediately, whereas others can only be followed up at a later date. Certain results can be directly attributed to contributions financed through Swedish public funds, whereas other results are achieved through contributions financed by several parties. This also affects the possibility to measure the results of aid. If it is not possible to express results in the form of impact, these results may also be formulated in the form of outputs or outcomes, e.g. for preventive activities⁴.

To be able to measure and report results, it is crucial that analytical instruments are developed that are appropriate. The ability of the aid administration to measure, report and analyse the results of aid using carefully selected indicators should therefore be developed in relation to the Government's overarching aid policy objectives. Wherever possible, indicators are to be used as support in assessing the results achieved. The indicators are to shed light on the most important aspects of an objective, or the path to achieving the objective. This is why it is very important that the indicators focus on the most essential factor for achieving a stated objective. Results at individual level are to be broken down by gender wherever relevant. Moreover, baselines should be established wherever possible in order to enable developments to be monitored over time.

International commitments concerning aid effectiveness

In accordance with the *Busan Partnership for Effective Development Cooperation*, Swedish results expectations and indicators should relate to priorities formulated in the partner countries' and partner organisations' results frameworks. In cases where there are no common frameworks, Sweden should contribute to the drafting of common results frameworks in a process which, wherever possible, involves actors from the partner country's government, authorities, civil society and business sector. Swedish processes at country level should comply with joint donor processes, not least joint programming within the framework of the EU. With the *Agenda for Change*, Sweden has committed, together with the other EU Member States, to participating in and contributing to the design of joint EU programmes⁵. Sweden has also committed to complying with the Busan agreement on support to fragile and conflict-affected states, which involves five peace- and state-building objectives and principles for cooperation⁶.

4. Output or outcome covers the products or services that arise as a direct result of an activity, measure or contribution. Impact are the changes that come about as a result of a measure taken and its outputs or outcomes, and which would otherwise not have occurred.

5. The *Agenda for Change* was adopted by EU development cooperation ministers in May 2012 and is an update of the EU common aid policy.

6. A *New Deal for Engagement in Fragile States* with objectives in areas such as inclusive politics, people's security, access to justice, employment and livelihoods, manage revenue, and fair service delivery.

Long-term perspective and predictability

For aid to achieve sustainable results, the Government's results strategies are to have a long-term perspective. When Sweden supports a partner country's national development strategy or similar, the Swedish strategy cycle should be aligned as far as possible to the national strategy and its results framework in terms of timeframe. Similarly, results strategies for multilateral cooperation are to be based on organisations' own results frameworks. It is important to have a realistic view of which results can be achieved during the strategy period.

In terms of results strategies for cooperation with and via multilateral organisations particular, the Government first decides on fund allocation to the organisation for the first year of the strategy period⁷. At the same time, the Government gives an indication of the fund allocation to the organisation for the rest of the strategy period, under the proviso that the organisation achieves the expected results stated in the results strategy. Based on an analysis of which results the organisation has achieved and of ongoing reform efforts and measures to increase efficiency, the Government then takes annual decisions on the extent to which fund allocation is to occur in accordance with the strategy or whether core support⁸ beyond the obligatory membership fee is to be increased or reduced. In the results strategy, the Government can also decide to allocate certain funds from the core support to a limited number of areas in the multilateral organisation's own results framework in order to place particular emphasis on the results the Government wants the organisation to achieve⁹.

In terms of replenishment negotiations and capital injections to multilateral development funds and development banks, as well as certain vertical thematic funds – which normally take place every three to four years – the Government states its fund allocation in connection with these negotiations. Ahead of these replenishment negotiations, the Government decides on an indicative results strategy that contains an authorisation framework for the period to which the replenishment applies. When the replenishment negotiations are completed, the Government decides on a final results strategy and fund allocation for the entire strategy period. Based on an analysis of which results a fund is to achieve, and of ongoing reform efforts and efficiency measures, the Government can also take annual decisions on extra contributions.

Greater cost-awareness

It is important that the resources set aside for aid contributions are used in a cost-effective way, which means that costs should be weighed up against the value and use of the activity in the form of results. There must be cost-awareness in planning, implementation and follow-up of aid contributions. Cost-effectiveness is a relative measure, i.e. a measure that only has meaning in comparison. This could be a comparison between the same type of contribution over time or between different contributions. Cost-effectiveness is an estimate of the ability to achieve the objectives set in relation to the resources invested¹⁰. What can be regarded as reasonable costs and results varies depending on the context.

7. This does not apply to levied contributions to UN specialised agencies.

8. Core support refers to untied and often non-earmarked support direct to the organisation's central budget that is prepared by the Government Offices, such as core budget support, annual core contributions, contributions provided following replenishment negotiations, levied contributions/membership fees and owner capital. This also includes the state guarantee capital provided to the multilateral development banks (seen Annex 2).

9. However, multi-bilateral contributions in the form of programme and project support to multilateral organisations is to be prepared and monitored as far as possible by Sida and processed within the framework of bilateral and thematic strategies (see Annexes 1 and 3).

10. Resources can refer to capital, time, special expertise, etc.

Greater emphasis on innovation

New thinking and innovative problem-solving are to be tested in the design, implementation and financing of Swedish aid. This means that new approaches and methods are to be tested in order to improve the chances of achieving the desired results. This may involve learning from experiences to a greater extent and applying evidence-based methods, but also finding more cost-effective channels and cooperation partners and new technological solutions, and using financing solutions that can complement and stimulate other financial resources. The Swedish International Development Cooperation Agency (Sida) is to strive for a broad variety of cooperation partners, including non-state actors (e.g. media, civil society organisations, agents of change, etc.) and where relevant cooperate with the international and local business community as actor and use information and communication technologies to achieve better results.

Greater insight and transparency

The development, implementation and follow-up of results strategies are to be inclusive and transparent. In accordance with the transparency guarantee in aid, relevant material that can be considered official documents and that forms the basis of the Government's results strategies is to be made available on www.openaid.se.

Greater flexibility

Swedish aid must be flexible enough to be adapted to various contexts and rapid changes. Sweden is to be in a position to offer differentiated forms of cooperation that are adapted to each country's/cooperation partner's political and economic conditions. A long-term perspective in aid must always be supplemented with a preparedness for fast and smaller contributions at crucial stages. This is why there is to be flexible scope for strategically prioritised contributions in the Government's results strategies.

To strengthen the conditions for results-based management within aid, a more flexible approach is being applied to appropriate aid funds for the implementation of bilateral, regional, multilateral and thematic results strategies. Resource allocation for strategies and disbursements for purposes within the framework of the strategy are to be carried out on the basis of the expected results, as established for the entire strategy period. The objective of the geographic and thematic results strategies is to be that the total volume for the results strategy has been disbursed at the end of the strategy period. A Government decision is required for any deviation of more than +/- 10 per cent from the total strategy amount decided for an individual strategy. This means that disbursements may be adapted to circumstances and needs during the entirety of the strategy period. However, the total annual disbursements to the results strategies must always remain within the framework of the funds available within each appropriation item.

Risk analysis

Risk management within aid administration has a clear aim – to identify, value and deal with circumstances that may limit the chances of achieving the expected results. A risk analysis must be carried out in connection with the preparation of, and decisions on, individual contributions, and this analysis must identify and value risks. A decision is to be made as to whether the risk is to be accepted or measures taken to reduce the risk. The risks that cannot be accepted without measures being taken are to be dealt with using some form of control measure whenever possible. Risks and measures are to be monitored regularly.

Within the framework of individual strategies where the risks are difficult to remedy, risks should be dispersed through choice of areas, contributions or type of cooperation partner.

Complementarity between results strategies

When implementing strategies for countries and regions, thematic areas and multilateral organisations, complementarity must be sought between relevant strategies.

Support to multilateral organisations in the implementation of a strategy for cooperation with a country, a region or within a thematic area (known as multi-bi) is to be provided within the framework of the priorities established by the Government in each results strategy for the geographic or thematic area, and at the same time, this support must be in harmony with Swedish priorities and approaches vis-à-vis the multilateral development organisations.

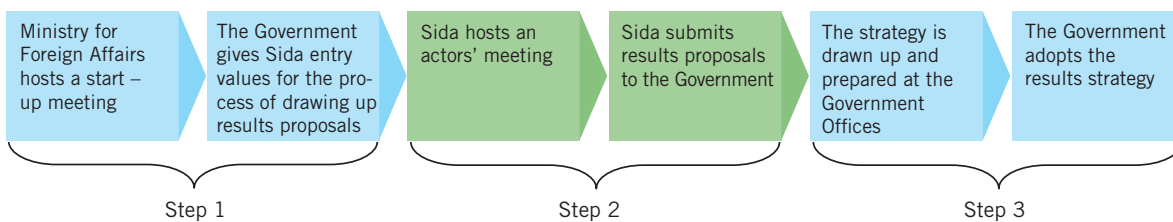
Sida is to consult with the Government Offices (Ministry for Foreign Affairs and other relevant ministries) before deciding on larger financial contributions in relation to Sweden's core support to the organisation, or support to strategy policy development or a thematic area.

Annex 1

Guidance document for the drafting and follow-up of results strategies for aid in countries and regions

1. The process of developing a results strategy

The key steps in the process of developing a results strategy are illustrated in the following diagram and are described in three steps below. The various steps may need to be adapted to the situation and individual elements may need to be removed if deemed necessary.



Step 1 – Formulating entry values

Ahead of its strategy work, the Government formulates what are known as entry values in the form of instructions to Sida. This is normally preceded by the Ministry for Foreign Affairs hosting a start-up meeting with the relevant departments and divisions within the Government Offices, Sida and other relevant agencies to discuss the results achieved by the contributions carried out, as well as relevant starting points for the coming strategy process. The entry values consist of a short document (1–2 pages) with the Government’s overarching guidance ahead of the strategy process. This document primarily contains:

- the Government’s reasons for aid contributions in the country or region in question (*Why is Sweden to have an aid commitment in this country/region?*);
- indicative direction and priority target groups (*Within which areas of a limited number of areas does the Government want Sida to make suggestions for expected results for the Government to decide on? Is Swedish aid in the country/region in question to focus on any special target groups?*);
- the Government’s view on the aid relationship with the country/region in question and possible forms of cooperation (*Are there any limits concerning the type of aid relationship and which forms of cooperation can Sweden have with the country/region in question? Are there any limits concerning possible cooperation partners?*);
- guidance concerning risk assessment and risk management (*Which risks need to be considered in particular when drafting the results proposal? What level of risk-taking is considered justified in the country in question?*); and
- tentative volume range for the planned strategy period (*Which aid volumes does the Government have ready to appropriate for the country/region during the planned strategy period?*) and whether a draft cooperation agreement is to be attached to the results proposal.

Step 2 – Sida drafts results proposals

Sida draws up *results proposals* on the basis of the entry values. Results proposals are proposals for possible results that can be achieved within the framework of the activity Sida plans to support, i.e. for a certain purpose, during a certain period and at a certain cost. Sida's results proposals normally consist of various expected results within various areas, from which the Government makes a selection in the results strategy. Sida may also propose various expected results within the same area, or they may provide proposals for one and the same expected result concerning various methods of achieving this. These methods may vary with regard to volume, cost-effectiveness, level of risk, type of cooperation partner or cooperation form, for example. The results proposal is to clearly present and justify various options, one of which should be recommended by Sida.

Sida's results proposal should be based on a thorough analysis of the perspective of poor people on development and the rights perspective within the framework of the direction stated. It should also comply with locally and nationally formulated priorities and relevant joint donor commitments.

The following questions/areas should normally be dealt with in the results proposal:

1. Have the perspective of poor people and the rights perspective been sought out/considered?
 - This knowledge can be obtained through field visits, stakeholder analysis, surveys, relevant research and poverty studies.
2. Which areas does the results proposal focus on?
 - For example, greater legal security, improved health for women and children, improved access to lifelong learning, a better environment and adaptation to climate change.
3. Which problems does the results proposal focus on?
 - A broader assessment of the development challenges and of the country's priorities, conclusions from underlying analyses and assessments, target groups of particular importance for the Government and Swedish added value.
4. Possible results that Swedish aid can help to achieve
 - Results that Sweden can contribute to in the form of effects in the short, medium and/or long term, on the basis of identified problems. If it is not possible or appropriate to formulate results in the form of effects, results may also be formulated in the form of performance.
 - Proposed results may be quantitative or qualitative. The expected results are to be quantified or delimited/specified as far as possible. Relevant indicators and initial positions should be specified in the results proposal to ensure that it will be possible to follow up the results achieved. If indicators and initial positions are not available or difficult to identify – as is often the case in conflict-affected countries or areas involving preventive measures, democracy and human rights, for example – other ways of measuring progress are required, such as a jointly agreed roadmap, an evaluation or similar.
5. Risks and opportunities
 - Risk assessment for each proposed result. Balance between high- and low-risk results.

6. What is the plan for achieving the proposed results?

- Reasoning about which types of contributions and cooperation partners can be expected to contribute to the proposed results in an effective and innovative way.

7. Costs and cost-effectiveness

- Reasoning about the need for financial resources to be able to achieve the results. Appropriate scope of the Swedish financial contribution.
- Reasoning about cost-effectiveness based on choice of various types of contributions, cooperation partners and forms of cooperation. E.g. expensive implementer in a conflict-affected country where there are no other alternatives.

8. Knowledge and previous experience

- Experience of previous aid contributions and knowledge and research (evidence) that have been used to consolidate the results proposal.

9. Follow-up and analysis

- How can the proposed results be followed up and analysed.

Sida has the main responsibility for drawing up results proposals. The most common approach is that Sida involves the missions abroad in the process of drawing up results proposals.

Sida and the missions abroad are responsible for hosting actors meetings with various stakeholders in Sweden and/or in the partner country.

Step 3 – Drafting the results strategy

Based on a review of Sida's results proposals, the Government Offices (Ministry for Foreign Affairs) makes a selection of the expected results that Swedish aid is to focus on achieving. The expected results form the body of the Government's *results strategy*.

The results strategy establishes the expected results for Sweden's aid activities in the country or region in question in accordance with one or more of the results proposals presented by Sida.

The results strategy should be concise and should normally contain the following main headings:

1. Expected results

- Introductory text setting out the strategy's duration and volume.
- The overarching aim of Swedish aid in the country/region in question.
- Expected results for each area.
- In what way the selected results will contribute to achieving the Government's overarching objective for international aid and whether they are in line with this.

2. Country context

- Country context based on a development perspective, including potential synergies with Sweden's other commitments.
- Reasons for Swedish aid commitment, including the perspective of poor people.

3. Activities

- Justification for choice of focus of Swedish aid, Swedish comparative advantages and any headwind issues.
- Focus of activities per area.

4. Follow-up

- Generic formulation that follow-up will be carried out continuously in accordance with these guidelines.

The Government Offices (Ministry for Foreign Affairs) is responsible for drafting the results strategy. The Government adopts the results strategy that is addressed to Sida and, where appropriate, to other government agencies tasked with implementing all or parts of the strategy. The Government decides whether to include cooperation agreements between Sweden and the partner country.

2. Strategy period

A strategy period should normally last between five and seven years. Insofar as Sweden supports a partner country's national development strategy or similar, the strategy period should, as far as possible, be adapted accordingly in terms of timetable. A strategy may be extended with or without revisions if the results have not been achieved at the end of the strategy period, but the established focus is still considered relevant. If the conditions for implementing the strategy change or if the strategy becomes less relevant during a strategy period (e.g. due to political developments in the country, conflict or non-democratic seizure of power, irregularities/corruption, etc.), the strategy may be revised during the strategy period. Changes of this kind are raised in the annual consultations that are held between the Government Offices (Ministry for Foreign Affairs) and Sida to follow up each strategy. Decisions to change the focus or scope are taken by the Government.

3. Follow-up and results analysis

Follow-up of Swedish aid is a prerequisite for the results-based management of activities. Activities that Sweden supports are to be followed up continuously.

Consultation and follow-up

One or two consultations are to be held each year between the Government Offices (Ministry for Foreign Affairs) and Sida and, where appropriate, with other government agencies that have been tasked with implementing the results strategy. The aim of these consultations is to create a consensus between the Government Offices (Ministry for Foreign Affairs) and Sida on the conditions for the strategy's implementation and its results, on the basis of structured reviews. As background material to one of the consultations, Sida is to draw up an overview report aimed at reporting on how efforts to achieve the desired results are progressing.

Towards the end of the strategy period, Sida is to draw up an in-depth report to provide the Government Offices (Ministry for Foreign Affairs) with material ahead of future political considerations. The report is to contain a description and an assessment of the results of the activity that Sweden supports in relation to the expected results in the strategy. The report is also to contain an analysis of the extent to which the expected results in the strategy have

been achieved. If satisfactory results have not been achieved, the reasons for this and an analysis should be provided. The report should contain conclusions concerning what has worked well and what has worked less well in the implementation of the strategy and what measures have been taken to remedy the problems identified during the strategy period. Costs are to be reported and an assessment of cost-effectiveness carried out.

Final report

When the strategy has expired, a final report is to be drawn up. The final report should build on the in-depth report (see above) and conclude the reasoning and analyses contained therein.

Indicators

It should be possible to attribute the contributions that receive support within the framework of the strategy to one of the strategy's expected results. To be able to follow up the results of implemented contributions, a number of indicators should be established and the baseline for these should be stated. This is a prerequisite for being able to measure and follow up the results of contributions that have been carried out. If there are no relevant indicators to use in the follow-up, other alternative follow-up methods and assessment grounds are to be used. It is also important that the results information that is documented is analysed and used in the reporting of aid results and in the governance of future activities in order to achieve aid that is effective and fit-for-purpose.

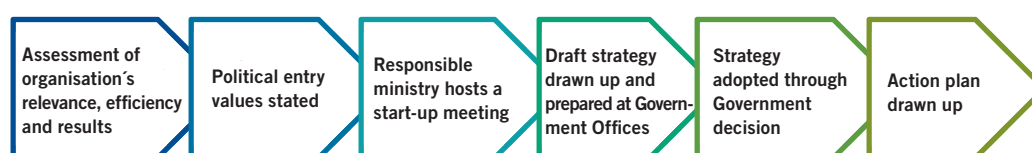
Annex 2

Guidance document for the drafting and follow-up of results strategies for cooperation with/through multilateral organisations

1. The process of drafting a results strategy

The responsible ministry for each multilateral organisation has the main responsibility for drafting a multilateral results strategy¹¹. Work is done in cooperation with other ministries affected by the issue in accordance with standard routines at the Government Offices. Sida and other agencies concerned should be involved in this work.

The key steps in the process of developing a results strategy for Sweden's support to multilateral organisations are illustrated in the following diagram. The various steps may need to be adapted to the situation and individual elements may need to be removed if deemed necessary.



An organisation assessment is drawn up as background material

An organisation assessment is drawn up by the responsible ministry as the main background material for the results strategy. An assessment template is to be used for this purpose when carrying out an assessment of the results achieved by the organisation, its relevance and its internal and external efficiency. This assessment is to build on the following: i) the multilateral organisation's mandate and own results reporting; ii) independent reviews, evaluations (including impact evaluations) and audit reports; iii) assessments by Sida and the Swedish missions abroad of the results achieved by the multilateral organisation at country level; and iv) relevant international organisation assessments, including assessments conducted by other bilateral donors. The responsible ministry's overall analysis and assessment of the multilateral organisation's relevance and results achieved in relation to its set objectives, and in relation to the Government's aid policy objectives and other relevant political objectives are to be included in the assessment. The assessment is to also contain an analysis of the organisation's reform efforts and efficiency measures. With regard to Sweden's multilateral commitment, it is important to emphasise the key role played by global normative efforts. A large part of Sweden's multilateral commitment manifests itself in global normative efforts as this is an important means of achieving concrete results for individuals.

Based on the organisation assessment, the initial positions are formulated that will form the basis of continued work on the results strategy.

11. Institutional responsibility for the World Bank Group is divided between the Ministry for Foreign Affairs and the Ministry of Finance. The Ministry for Foreign Affairs is responsible for matters concerning development policy aspects of the World Bank Group's actions and issues concerning the implementation of Sweden's development cooperation via the World Bank. The Ministry for Foreign Affairs is responsible for drawing up the results strategy for the World Bank Group, in consultation with the Ministry of Finance.

The results strategy should be concise and should normally contain the following main headings:

1. Expected results for the organisation's activities

- Introductory text setting out the strategy's duration.
- Information about the organisation's mandate, relevance and efficiency in relation to the Government's priorities and aid policy objectives.
- A limited number of expected results based on the multilateral organisations' own results frameworks. If the expected results have not been formulated in terms of impact level, the results at performance level may be used.
- In what way the selected results will contribute to achieving the Government's overarching objectives for aid policy and other relevant policy objectives.

2. Expected results concerning the organisation's internal working methods

- A short summary of the organisation assessment.
- Expected results in terms of the multilateral organisations' reform efforts and efficiency measures.
- Particularly important issues to consider from Sweden's perspective are how the organisation works with results (including cost-effectiveness), transparency, anti-corruption and accountability.

3. Activities

- Priority issues to pursue in the organisation based on the organisation's mandate and relevance and with a view to achieving the expected results under heading 1.
- Short summary of how issues under heading 2 are to be pursued.

4. Follow-up

- Generic formulation that follow-up will be carried out continuously in accordance with these guidelines.

The Government decides on the results strategy and instructs the responsible ministry to implement the strategy in cooperation with other relevant ministries and agencies, and to follow up the strategy. An annual action plan for implementation must then be drawn up, where applicable.

12. The UN's funds and programmes normally approve strategic plans and results frameworks that cover a four-year period. The strategy period for the World Bank's soft lending window IDA (International Development Association) is three years and the other development banks' soft lending windows have strategy periods of three to four years.

2. Strategy period

A strategy period should normally coincide with the organisation's own strategic plan or similar (usually four years)¹². If the conditions for implementing the strategy change or the strategy becomes less relevant during the strategy period, the strategy may be revised during the strategy period. Decisions to change the focus or scope are taken by the Government.

3. Follow-up and results analysis

Follow-up of aid activities that are supported by Sweden and other funders is a prerequisite for results-based governance of activities. The core support provided within the framework of the strategy must therefore be followed up continuously during the strategy period. This is to be done through work in the governing board and the policy dialogue that each responsible ministry has with the organisation – and to which other ministries, missions abroad and Sida – contribute, as well as through other advocacy work. An annual/periodical discussion is to be held concerning the results strategy and the action plan ahead of a decision on the next allocation of funds. Before this discussion, the consultations specific to the organisation are to be conducted; the ministry responsible for the organisation is responsible for these. Within the framework of the multilateral organisations' results strategies, both operational results and results concerning the organisation's working method are to be followed up annually. The follow-up of results of the organisation's operational activities is based on the organisation's own follow-up of the results framework, including its indicators and independent review in the form of evaluations and audits. As part of this process, the responsible ministry is responsible for the organisation consultations with the participation of relevant ministries and government agencies. The Ministry for Foreign Affairs is responsible for overarching multi-consultations with the participation of relevant ministries and government agencies.

Renewed organisation assessment ahead of the drawing up of a new strategy and final report

Towards the end of the strategy period, the Ministry for Foreign Affairs or the responsible ministry draws up a renewed organisation assessment in accordance with section 1 of this annex. This assessment is to contain an in-depth analysis of the organisation's activity results, results concerning the organisation's working methods, and the organisation's relevance. The assessment is to draw conclusions about what has worked and what has not worked in the implementation of the strategy, as well as which measures have been taken to remedy the problems identified during the strategy period.

This assessment lays the foundation for the drafting of any new strategy.

A final report that considers the multilateral organisation's results reporting for the entire strategy period is drawn up by the responsible ministry¹³.

13. The final report should be based on the multilateral organisation's own results reporting for the entire strategy period. Such reporting is normally only available in the multilateral organisations' annual reports, which are published approximately six months after the end of the strategy period.

Annex 3

Guidance document for the drafting and follow-up of results strategies for aid with a thematic focus

1. The process of drafting a results strategy

The Government Offices (Ministry for Foreign Affairs) is responsible for drafting results strategies for aid activities with a thematic focus. The process is normally begun by the Ministry for Foreign Affairs hosting a start meeting with relevant parties within the Government Offices, Sida and other relevant government agencies.

Results strategies with a thematic focus establish the expected results of support to thematic areas. The results strategies should be concise and should normally contain the following main headings:

1. Expected results

- Introductory text setting out the strategy's duration and volume.
- Expected results within the various sub-areas.
- In what way the selected results will contribute to achieving the Government's overarching objectives for international aid and whether they are in line with these.

2. Activities

- Justification for choice of areas for Swedish support, Swedish comparative advantages and any headwind issues.
- Focus of activities.

3. Follow-up

- Generic formulation that follow-up will be carried out continuously in accordance with these guidelines.

The Government adopts the results strategy that is addressed to Sida and, where appropriate, towards other government agencies tasked with implementing all or parts of the strategy.

2. Strategy period

A strategy period should normally last for four years. A strategy may be extended with or without revisions if the results have not been achieved at the end of the strategy period, but the established focus is still considered relevant. If the conditions for implementing the strategy change or the strategy becomes less relevant during the strategy period, the strategy may be revised during the strategy period. Decisions to change the focus or scope are taken by the Government.

3. Follow-up and results analysis

Follow-up of Swedish aid is a prerequisite for the results-based management of activities. Activities that Sweden supports are to be followed up continuously.

Consultation and follow-up

One or two consultations are to be held each year between the Government Offices (Ministry for Foreign Affairs) and Sida and, where appropriate, with other government agencies that have been tasked with implementing the results strategy. The aim of these consultations is to create a consensus between the Government Offices (Ministry for Foreign Affairs) and the responsible government agency on the conditions for the strategy's implementation and its results, on the basis of structured reviews. As background material to one of the consultations, the responsible government agency is to draw up an overview report aimed at reporting on how the process is progressing.

Towards the end of the strategy period, Sida is to draw up an in-depth report to provide the Government Offices (Ministry for Foreign Affairs) with material ahead of future political considerations. The report is to contain a description and an assessment of the results of the activity that Sweden supports in relation to the expected results in the strategy. The report is also to contain an analysis of the extent to which the expected results in the strategy have been achieved. The report should draw conclusions about what has worked and what has not worked so well in the implementation of the strategy, as well as which measures have been taken to remedy the problems identified during the strategy period. Costs are to be reported and an assessment of cost-effectiveness carried out.

Final report

When the strategy has expired, a final report is to be drawn up. The final report should build on the in-depth report (see above) and conclude the reasoning and analyses contained therein.

Indicators

It should be possible to attribute the contributions that receive support within the framework of the strategy to one of the strategy's expected results. To be able to follow up the results of implemented contributions, a number of indicators should be established and the baseline for these should be stated. This is a prerequisite for being able to measure and follow up the results of contributions that have been carried out. If there are no relevant indicators to use in the follow-up, other alternative follow-up methods and assessment grounds are to be used. It is also important that the results information that is documented is analysed and used in the reporting of aid results and in the governance of future activities in order to achieve aid that is effective and fit-for-purpose.