## GOAL AND RISK MATRIX FOR PROJECT GRANT APPLICATIONS

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| **All development projects granted through Forum Syd are required to contribute to Forum Syd’s expected overall goals:**  Marginalised people living in poverty have democratic influence and access to basic rights; and results exist that show changes towards a sustainable, equal society. |
| **State the overall project goal:**  Increased political and economic empowerment of rural women in Bansang, Upper Fulladou District, The Gambia |

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| **Expected results** | **Target** **groups** | **Indicators and baseline values** | **Sources of verification** | **Risks and risk management** |
| *State project goal here:*  The targeted women rights-holders are well informed on how to influence and participate in public decision-making processes at local level. Through increased knowledge and application of the same, the women rights-holders have developed strategies and tactics to reach their goals. | 150 people of (140 women and 10 men)  Of the 140 women, 100 are from LEO and 40 from the five collaborating women's groups in Upper Fulladou   Of the 140 women, 20 are board members / project leaders, of which 15 are from LEO and the other five are one from each of the five collaborating women's groups.  We also expect the participation of some resource persons from other civil society organizations in the seminars, workshops and study circle activities. | 90% of the participants experience that they as individuals and a group can influence the development of society.  Baseline: In the feasibility study, only about 15 % thought so.  A number of plans for women’s empowerment from various aspects, for individuals as well as organization, will be developed.  Baseline: No strategy no plans.  22 trained circle leaders in subjects referred to in sub-goals 1, 2 and 3  Baseline: 0 | Questionnaire and documented evaluations  Documented plans  Participation-lists and study circle plans that they have created. | *State risks and risk-managing measures here*  *Note: Corruption risk and the relevant preventative and capacity-strengthening measures must always be specified*.  **Risk: 1**. The project managers in Sweden and in The Gambia become ill or for other reasons, private or social, become unable to finish the project.  **1. Risk management:** Members in SvEO have been involved in the preparation work and in the documentation and planning of the activity programs. Models and tools for LEO will be ready before project start.  60 members in LEO participated in the LFA-seminar where the project was planned during the pre-study.  At the start of the project, we will have a large start-up conference to involve as many members as possible in taking responsibility for the project. All documentation will be kept open for anyone interested to see both in The Gambia and in Sweden.  **2. Risk:** Political turmoil or problems due to the pandemic situation can prevent us from going there and having the necessary educations.  **2. Risk management:** We will build up as much digital support as possible to provide guidance and instructions so that LEO can get the help they need via the internet instead of physical presence.  **Corruption risk:** Corruption and nepotism are some of the key-problems causing lack of economical development in The Gambia.  As they will handle money the project leaders will be exposed to pressure.  **Risk management:** In the project, from the very first seminar, we will address this problem. The participants will discus the problem in beehive-discussions, both in terms of society and in their own organisation, and we will stress the importance of living the way we teach, with transparency and accountability.  And we will ensure that a policy be adopted to strengthen LEO against all pressure from anybody.  We are already before project-start involved in discussions about how to strengthen the organisational democracy. |
| *State sub-goal 1:*  **Poverty eradication**:  The women rights-holders have learned to  a) demand for measures and reforms that aim to improve their life conditions  b) create their own income generating opportunities, to decrease their poverty creating conditions for a more active citizenship. | LEO 100, plus 40 from other women groups and 10 supportive men | Issues concerning poverty important to the women made heard and visible in society by the women.  Baseline: The women are silent on public affairs and wait for the men to speak out.  Deepened knowledge on how to start business or cooperatives.  Baseline – very few female entrepreneurs, have started their own business or cooperatives., and do not even know how to do this. | Documentation made by the project leading group about questions and demands raised by the women within political parties or to different right bearers or on social media concerning poverty eradication.  Documentation of self-evaluation in the study circles on what they have learned.  A number of developed Business plans created in the study circles. | *State risks*  a) The participants want quick results. Political solutions and changes of laws take long time.  b) The participants have high hopes for financing their own business ideas, and they will therefore lose motivation and drop out. The poverty is extreme for many after the corona pandemic. |
| Activities  1.1 Project start and Seminar on how to fight poverty  1.2 Two days deepening education for two groups each. Regarding: What is poverty? How can we fight it? Introduction to study circles etc.  1.3 A three-step (three half days) education for study circle leaders ending up in creating a study circle plan for each topic/problem to solve.  1.4 Study circles: 1. Models on problem solving 2. How to start business  3. About cooperatives.  1.5 Evaluation-workshops. | 150 participants  2 x 50 participants  22 women    10 study circles x 10 participants in each  50 participants |  |  | Risk management  a) Not promising too much. Work with constant follow-up on every step they take. Increased know-how on what to do to reach their goals could be enough in a short project like this. But also look for examples on who else have reached results. Examples are important.  b) From the beginning we emphasize that this is about knowledge building and that we can only support small common businesses as models to learn from and to be used in other contexts as well. |
| *State sub-goal 2 here:*  **Representation**  The women know how public and political representatives are elected at different levels in society and have learned more about different options for organizing. The women have started to nominate and/or elect their own representatives | 75 women and 10 men | An action plan on how to increase the female representation in society and in political parties of their choice.  Baseline: no such plans and so far only one single woman in the VDC. No female representatives apart from that.  Experiences of trying to implement the plan. | The documented plan  Documented evaluations  Participation  Lists  A number of interested candidates /representatives among themselves | State risks here  The goal to manage to elect female representatives can be seen as too high. The progressive Gambians now talk much about: “It is time for the Gambians to unite; tribe, religion or gender does not matter.” Men may feel threatened and turn against the women. |
| Activities  2.1 A workshop on representation  2:2 Education of study circle leaders  2.3 Study circles create an action plan to be presented to their organization.  2.4 Study circles working with the action plan (education of representatives and campaigning).  2.5 Evaluation workshop | LEO 50 plus 10 other  6 women  15 women in LEO  30 participants  30 women |  |  | Risk management  We must consider the fact that women are half of the population and have other life perspectives. Their points of view will be missing if they are not represented when decisions are made. This is different from tribe or religion. And does not mean that women only can be represented by women nor do men have to be represented by men. Involving some few “good” men is important to help us argue with other men. |
| State sub-goal 3 here: **Networking**  The women are aware of the importance of strategic networking and how to search for the information they need. | LEO 30 women | Developed skills in the LEO for communication and searching for information.  Baseline: 0  Plan for methods for networking/ information, and opinion building  Baseline: no plan | Questionnaire  The documented strategy and plans | *State risks here*  1.Many cannot use the English language and cannot even read or write. And most of the target group does not have access to IT. This rural area lack technical development.  2.The leaders/educators we use can find better opportunities elsewhere and leave the project. |
| Activities  3.1 Opening a Headquarter and Study center  3.2 Training of educators/study circle leaders with education in information-seeking and communication skills’  3.3 Study circles on how to use mobile phones and laptop for information seeking and networking  3.4 Study circle creating a strategy for networking as a tool for empowerment.  3.5 Working-group/study circle evaluating the work and how to make this work sustainable. | Project group of 5 persons in LEO    6 women  30 women    15 women in LEO  10 women in LEO |  |  | Risk management  1.We will focus on mobile phones as hardware for networking and information seeking  We will use voice methods, platforms and Apps, which also fit their spoken culture better than written words for the communication and opinion building.  2. If possible, look for stable family women as leaders. |
| Subgoal 4:  **Organizational development**  The board and the project management group in the partner organization/LEO have developed management and administrative skills and have capacities to fulfill their responsibilities within the project on equal terms with the Swedish partner.  LEO has learned to be a learning organization. | 20 leaders and 130 members | Educated members in LEO to run this project but also be prepared to start other projects.  Quarterly reports showing that board members and project leaders in LEO can manage the project in accordance with plan and budget.  Baseline: No experience when starting the pre study (they had the support of one local man) | Their work throughout the project and three follow-up reports. | Risk  Lack of understanding the importance of specific knowledge and experiences of working in a project. |
| Activities:  4:1 Education on project RBA, LFA, Administration, economy, bookkeeping in the beginning of the project  4:2 Education on methods for evaluation and follow-up on goals,  4:3 Evaluation seminars for the whole project, the two project leading groups from SvEO and LEO together with the boards to verify that the project fulfilled its purpose.  4:4 A final open evaluation seminar will be held how to continue empowering women. | 15 project leading group and board representatives  15 project leading group and board representatives  10 persons representing the project leading groups  150 persons |  |  | Risk management  Education from the start for all involved, but deepened education for those in charge, board and project leading group. And plan for learning by doing and continuous reflection- sessions.  We have also identified persons in The Gambia, outside Bansang, who can educate and support when needed.  We have agreed on, and planned for, dividing the transfer of money into parts and have quarterly follow-ups against goals and plans, regarding both activities and economy. |