



green forum

SIDA APPLICATION

VO1

2016-2018

Green Forum

Pustegränd 1-3

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ABBREVIATIONS

AGF	African Greens Federation
AGP	Albanian Green Party
CDN	Cooperation & Development Network of Eastern Europe
CEMAT	Centro Mesoamericano de Estudios sobre Tecnología Apropiada, Guatemala
CEPROCA	Centro de Producción, Promoción y Capacitación, Bolivia
CSO	Civil Society Organization
EE	Eastern Europe
EGP	European Green Parties (The Green group of the EU Parliament)
ENoPS	European Network of Political Foundations
EVS	European Voluntary Service (Programme)
FYEG	Federation of Young European Greens
GEF	Green European Foundation (PAO for the Green Group in EU)
GeYG	Georgian Young Greens
GGWN	Global Greens Women's Network
Groen	Flemish Greens
LGBT (Q)	Lesbian, Gay, Bi-sexual, Transsexual (Questioning)
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PAO	Politically Affiliated Organization
PVE	Partido verde ecología (The Bolivian Green Party)
PME	Planning, Monitoring and Evaluation
PWC	Price Waterhouse Coopers – Previous auditors of Green Forum
PYPA	Programme for Young Politicians in Africa
Sage	Accounting Software, used in AGF
SDGs	Sustainable Development Goals
SGY	Serbian Green Youth
WF	Westminster Foundation (UK). British found. handling PAO-support of British greens

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A. ADMINISTRATIVE INFORMATION

1. Date of application

2015-11-01

2. Area of Activity

VO1

3. Name of the Programme

Green Forum Programme 2016-2018

4. Programme Period

1st January 2016 – 31st December 2018

5. Applicant PAO

Green Forum

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(Bylaws are attached in Appendix 1)

6. Programme Official

Name; Chris Ormalm, Secretary General

Area of Responsibility; All areas

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7-8. Planned Co-operation partners and countries/regions

African Greens Federation Programme

African Greens Federation (AGF)

Eastern Europe Programme

Serbian Green Youth (SGY)

Albanian Green Party (AGP)

Georgian Young Greens (GeYG)

Cooperation & Development Network of Eastern Europe (CDN)

Latin America Programme

Centro Mesoamericano de Estudios sobre Tecnología Apropiada, Guatemala (CEMAT)

Centro de Produccion, Promocion y Capacitacion, Bolivia (CEPROCA)

Green Female Politicians Programme

To be decided later

9. Signature of representative authorized to sign for the PAO

Stockholm 1st November 2015

Chris Ormalm

Secretary General, Green Forum

B. PROGRAMME DESCRIPTION

1. SUMMARY PROGRAMME DESCRIPTION AND APPROACH

1.1 Introduction

The Green Forum PAO Programme for the period 2016-2018, is to a large degree to be seen as a continuation of the work carried out during the previous three-year period, at least during the first year of

the programme period. There are four programmes, three regional ones which have been supported by the organization the last four years; the African Greens Federation programme, the Eastern Europe programme and the Latin American programme. For the new period a fourth programme with the objective to enhance female green politicians globally, has been added to the basket. As for the partner organizations in the three regional programmes these are – during 2016 - the same as previous years. However, for three of these Green Forum plan to only sign a one-year contract, since the future cooperation might be phased out or shifted into a new constellation in 2017.

After several changes and improvements between 2012 and 2015, Green Forum now stand ready to take on new challenges. The new strategy is in operation, the international issues have higher priority within the Swedish green party than previously, there is a well-functioning office with currently two staff working and the model for development of political parties (“The ladder of political maturity”) has been launched, tested and is to be seen as an improvement in terms of defining progress within political parties. Furthermore, the cooperation with Westminster Foundation (UK), Groen (BE) and Global Greens Office in Brussels could be considered as an embryo to the first green donor group in the world. Furthermore, Green Forum has increased its participation and activity in various European Green and PAO bodies, e.g. ENoPS, EGP and GEF.

1.2 The support to Partners 2016-2018

As mentioned above, the support to partner organizations during 2016, is very much in line with that in 2015, although some partners might face only one year agreements with the foundation. In most cases the budgets are similar to those during the previous years. However, this is not the case with the support to African Greens Federation, where the budget has been decreased with 13 %. This change is a result of the fact that other donors will support capacity building events in West Africa and East Africa respectively. A donor group between Green Forum, Westminster Foundation (UK) and Groen (BE) is to be starting its official cooperation early 2016.

The support to Georgian Young Greens has been reduced with 29%. This is mainly due to the problems working in the repressive neighboring states in the region. The cooperation with Armenia and Azerbaijan is still on, but carried out in a smaller scale and only in Georgia – not in the other countries. This will result in lower costs in the future.

Green Forum has initiated a discussion with its Advisory Board regarding the future basket of partners. As a result, some of the partners that previously had three year agreements with Green Forum, now face having just a one-year contract. This is relevant in the case of Serbian Green Youth, Georgian Young Greens and CEPROCA, Bolivia. In the case of CEMAT, Guatemala, the ambition is to support the transformation of CEMAT from being a capacity building actor to becoming a legal party. The support to CEMAT during the coming period, will consequently be divided between the phase out of the first and the phasing in of the second.

Regarding the new (fourth) programme focusing on the enhancement of female green politicians globally, the issue is urgent. However, Green Forum plan to start off slowly by mapping existing activities and to generate an interest from other green actors to support this. Green Forum aim to work with Green Women’s networks. The ambition is to find mechanisms to arrange academies for green female politicians. However, the exact evolution of this program is to a large degree subject to the finding of the mapping procedures during 2016.

1.3 Overall Objectives

The overarching goal for Green Forum support to various Green Parties or organizations, **is to ensure the existence of a strong, democratic and well-functioning green party in all partner countries.**

1. The direct overall objective for support to Green Parties and organizations is

To ensure that the Green parties/organizations by the end of the period have improved their role, individual competencies, democratic culture and organizational capacities in order to become a strong political actor (thereby moving upwards on the Ladder of Political Maturity).

2. As for the indirect support through the partner organizations which has as an objective themselves to strengthen parties and organization the objective is the following;

To ensure that the partners have capacitated green parties/initiatives so they - by the end of the period - have improved their role, individual competencies, democratic culture and organizational capacities in order to become a strong political actor (thereby moving upwards on the Ladder of Political Maturity).

3. To capacitate green female politicians and ensure that they are enhanced and promoted within their own parties/organizations

In order to achieve these goals, Green Forum will work with different tools; Capacity building activities, networking, academies and ensuring that the systems for transfer of knowledge and competence between green actors are developed further.

2. GREEN FORUM AND THE GREEN MOVEMENT

The Green Forum Foundation was founded in 1995 and received its legal status as a foundation in 1998. The vision and mission of the organization is based on the ideology of the Swedish Green Party for ecological and sustainable development. Green ideology is based on three pillars of solidarity; The solidarity with all humans in the world, with animals and nature and with future generations.

Green Forum has a strong focus on democracy issues, where three concepts are central: grass root democracy, self-reliance and decentralization. The purpose of the Green Forum is “to act (...) for long-term sustainable democratic societies that live and function within the framework set by the eco-system. In these societies, knowledge about, as well as a sense for the ecological connections, provide the basis for decisions and people living in peaceful and equal collaboration.”¹

Since the establishment, Green Forum has supported movements in Africa, Latin America, Europe and the Caucasus as well as green Federations in Asia-Pacific, Africa, America and Europe. The Swedish Green Party elects the foundation’s governing body, the board. The board consists of five members, all with their specific competences. Due to the shortage of employed staff within the Green Forum office, the board members and other green persons with specific competences, take on several responsibilities in terms of supporting the projects. Green Forum has started a process of engaging - and tying the relations stronger to - the various internal competencies on development issues within the Swedish green movement.

¹ From Green Forum’s statutes

3. OVERALL CONTEXTUAL ANALYSIS

It is important to keep in mind that whereas the red (socialist, social democratic and communist) and blue (conservative or liberal) parties/agendas have been internationally recognized for decades, the green movement is very new on the international scene. The green political movement started as a campaign in Tasmania in 1972. As for today – 42 years later – there are green parties in a number of countries in most parts of the world. Whereas green politics used to be a very local phenomenon 20 years later it has turned into a global force for change.

This process has been accentuated by two major factors; the first and most important one being the growing awareness of the human and ecological vulnerability of this world. The poor countries of the world are often more “prone” to climate and conflict driven disasters, causing severe damage, death and ecological destruction to millions of people every year. Moreover, the western world actors, being national states or private companies, have a tragic record of waste dumping, cutting down rainforests, mining as well as destroying coral reefs and animal life and causing the increasing carbon dioxide in the atmosphere causing glaciers to melt with devastating consequences for all life. Mostly this destruction is carried out without a thought on the people suffering from the effects of this havoc. Secondly, the demand for a green alternative is also subject to an increasing discontent on the dichotomized political arena emerging from the cold war. Many people require a new path, agenda and attitude towards these problems, since the old solutions seem to fail. Many of these put their hopes on the green movement. In the regions where Green Forum is active, a number of green parties and organizations have been established the last decade. Their importance increase in the regions where our partners are active. Such as in Africa, where the African Green Federation now can count green parties in more than 20 countries. In Latin America, there are several green movements, one example being the green party of Bolivia, which increased in mandates in the national elections in 2015. One issue of serious concern, is the lack of female politicians holding important positions in many of the partners’ parties. For this purpose, Green Forum see it as a priority to actively increase its support to green female politicians around the world during the coming programme period. There have previously been very few actors financially supporting green parties or movements in developing countries. However, Green Forum has recently taken on the role to mobilize co-actors into a three-party donor group supporting African Greens Federation. This is to be seen as a first step to a more solid and consistent support from north to south.

Green Forum is very pleased regarding the adoption of the new Sustainable Development Goals (SDGs) replacing the former Millennium Development Goals. All SDGs are relevant for the work carried out by Green Forum. In addition, the shift towards **everyone's** equal responsibility of the fulfilment of these goals is very much line with green ideology.

4. ANALYSIS OF PROBLEMS AND PARTNERS

4.1 Problem Analysis

Given the diversity between the various partner countries and parties/organization cooperating with Green Forum it is obvious there are numerous differences between these countries and the contexts. Nevertheless, there are also many similarities between the countries, preconditions and, not the least, the conditions faced by the partner organizations.

In all of the partner countries there are democratic deficiencies and imperfections in the political systems. Many of the problems faced are a consequence of power concentration, inequalities, oppression of various minorities, and prevailing machismo attitudes. There is also impunity and non-transparency, where the

small or non-existing parties do not get access to media, funding, access to basic key functions or even recognition. In many countries, the question of sustainable development has been neglected, as governments are selling out natural resources to foreign companies, sometime plundering the soil and cutting down forests.

The legislation protecting the environment, vulnerable groups in society or even society itself, does not exist or is constantly jeopardized. Even in those cases oppositional political parties are allowed, the media is often controlled by the ruling party, making it hard for small actors to reach out to the public. Another key issue, very valid for the partners of Green Forum, is the lack of domestic funding for political activities unless you are part of the one or two ruling parties in the country. Consequently, the support from Green Forum – however small - is often considered an institutional life line for a small green political party and for a pluralistic democratic political system. As for the contextual regional problem analyses, these can be found in each programme chapter.

4.2 Analysis of prospects for the feasibility of the programme

Green Forum has over the years supported some 25 partners in different parts of the world. Although the budget has been fairly small and the support to each political partner organization has been quite modest, the contribution has in most cases led to a strengthened political actor and a more accentuated role at national level. A role that in some cases have caused governments to clamp down on growing green actors, making the international network and exchange of methods and experiences even more important.

The cooperation with the current partners in the three regional programmes has been evolving over a number of years, implying that we are quite familiar with each other, also knowing our respective strengths and weaknesses. This has led to trust and respect between us partners. Consequently, we assess the prospects for the programme's feasibility being very high. However, acting in the political sphere, we are very much aware of the fact that the more the partners improve as green political organizations, the harder the repercussions from the established political nobility will be.

4.3 Cooperation partners and programmes

The Green Forum support is divided into three regional programmes plus one topical programme supporting the strengthening of green female politicians. The Green Forum cooperation partners can be divided into five categories:

- **Officially approved green political parties**, running for elections in their country, e.g. Albanian Green Party
- **Green youth wings** such as Georgian Young Greens and Serbian Green Youth
- **Green capacity builders** such as CDN, CEPROCA and CEMAT supporting green parties, or those with ambition to take on this role officially.
- **The African Greens Federation** which is a federation of some 20-25 official and non-official green parties in Africa
- **Enhancement of Green female politicians** Green Forum's new programme is in an initial phase mapping potential beneficiaries within this programme. This is done in collaboration with green networks, AGF and local green parties and actors.

The Support to **African Greens Federation** is actually an indirect support to green parties in some 20-25 countries in Africa.² The programme is different to the two other programmes since it is supporting one federation, which has regional structures in five out of six regions in Africa, each of these working with Green parties in 5-10 countries. A difference from previous years is that AGF will cover most of the costs from their secretariat in Burkina Faso, instead of transferring funds to a number of regions and countries. This will enhance the financial control and to some degree diminish the exchange transactions made. A second difference is the entrance of new donors supporting AGF regional structures with capacity building workshops. Westminster Foundation (UK) started to support AGF East African Federation in 2015 and Groen (Flemish Greens) will do the same with West African Federation as from 2016. Groen will also support the enhancement of green female politicians.

Concerning the **Eastern Europe Programme** this includes four partner organizations, where one (CDN) is a capacity building network supporting green actors all over eastern Europe. The three parties/political organizations supported in this programme are the Albanian Green Party, Serbian Green Youth and Georgian Young Greens. In the case of the two latter, there is an ongoing discussion on their future role as political parties. Consequently, Green Forum will only sign a one-year agreement with each of them. The Albanian Green Party has improved a lot and managed to get seats in 12 out of 64 local councils in Albania during 2015. Their strategic work to achieve this has been incorporated as part of the Green Forum methodology for improving political parties (“The Ladder”).

Regarding the **Latin America Programme**, it includes the support to two organizations; Centro de Produccion, Promocion y Capacitacion (CEPROCA) in Bolivia and Centro Mesoamericano de Estudios sobre Tecnologia Apropriada (CEMAT) in Guatemala. Both organizations are capacity building actors capacitating persons from political parties and CSOs in environmental, ecological and human rights issues in line with green ideology. As regards CEPROCA, much has been achieved with a small budget. Nevertheless, there is an ongoing discussion on the organizational capacity of the organization. Accordingly there will only be a one-year conditional agreement. CEMAT is currently in a transformation phase where parts of the organization will shift into a political party during this programme period. Green Forum is planning a slow shift to a full support of the party rather than the capacity builder by the end of the three-year period.

Concerning the **enhancement of green female politicians**, Green Forum will start elaborating on this work during 2016. Although no official partner has been pre-defined yet, it stands clear that Green Forum – in the initial stage - will cooperate with different actors e.g. Global Greens Women’s Network, the various green federations, AGF and Groen. As for a further description of the various parties or organizations, these can be found in the respective programme chapters below.

5. GOALS, OBJECTIVES AND THE STRATEGIC FRAMEWORK

5.1 The revised Green Forum Strategy and Overall Objectives of the programme

In 2014 Green Forum elaborated a new strategy stating the priorities, development objectives and project objectives of its work for the coming years. There are four development objectives indicated in the strategy and a number of project objectives to reach these ambitions. The first development objective (the overarching goal below) is the main objective for the direct Green Forum support to partners in the south and in Eastern Europe. However, it should be clear that even the second and third development objectives

² The number varies with the political landscape

in the strategy, related to networking and cooperation are relevant for the Green Forum support to the partners. Nevertheless, we consider these objectives being related to the *forms of support* and not to the support as such (For full information we refer to the Green Forum strategy in app 2).

THE GREEN FORUM OVERARCHING GOAL

The overarching goal for the Green Forum support to various Green Parties or organizations, is to ensure the existence of a strong, democratic and well-functioning green party in all partner countries.

In the long run the parties shall be capable to run for elections, to take seats in parliament, to govern a country and to stand up for democratic principles and its green values. Consequently, the objective is to capacitate the organization, thereby enhancing the possibilities for the organization to move upwards on the “Ladder of Political Maturity” – an instrument and methodology elaborated and tested by Green Forum and its European Partners during 2014-2015.

THE LONG-TERM DEVELOPMENT OBJECTIVES ARE;

No 1. To ensure that the Green parties/organizations by the end of the period have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity). (Direct support)

No 2. To ensure that the partners have capacitated green parties/initiatives so they - by the end of the period - have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity). (Indirect support via proxy)

No 3. Empowered green female politicians which have increased participation in green politics as well as greater skills and are competent, democratic and respected leaders.

As can be seen, the objectives 1 and 2 are supposed to lead to the same results. The difference is that whereas Green Forum provides direct support to a number of green parties/organizations, there are also cases when Green Forum supports capacity building actors, which, in *their* turn, support green parties and organizations (indirect support).

5.2 Indicators

The partner organizations have in their applications defined indicators showing their anticipated development during the three-year period. For most of the partners there are numerous indicators. Green Forum will not include all these in the application. Besides, most of the indicators are on a project/partner basis, which would not give any real focus on the programme level. We will exemplify with some of the indicators though. As for more information Sida can demand partner application specifications. Although these indicators are very relevant, Green Forum will – where possible – also use its method “the ladder of political maturity” (See annex 3) to follow the progress of the partners.

During 2015, the positioning of the European partner organizations on “The Ladder” has to a large degree been carried out, related to the boxes (6+2) in the model. As for all four partners, they are currently focusing on their political role and programming. However, the focus differs between the actors. Whereas SGY and GeYG are looking into a transformation phase from being a green NGO to take on a role as a green party, AGP has moved further and is now concentrating on communication, public profile and handling strategic alliances. As a result of the workshops held, CDN is also increasing its work with their target

groups in order to strengthen their role as a political actor and in their political programming. In the case of AGP they also see a major challenge strengthening women promotion within the party.

Concerning, the support to AGF and the Latin American Partners, “the Ladder” has only been introduced shortly, thus the mapping phase has only began. However, in terms of these partners the question needs to be looked upon differently since AGF is a federation and CEMAT is a Capacity Building Actor, more similar to CDN, than to the actual parties. However, this might change during the coming period.

5.3 Human Rights Based Approach

All Green Forum partners work directly and in accordance with HRBA principles. Most of them use the direct terminology in their own outreach work. Partners like CEMAT and CDN arrange capacity building events, where HRBA methodology is part of the concept. In terms of defining Duty Bearers and Rights Holders this might be different in different contexts.

DUTY BEARERS

Very often – the politicians on the central and local levels of a country are seen as duty bearers. However, in the local contexts other duty bearers are sometimes identified; Land owners in Central America, mining companies in Africa or even people in charge of Media interest. The Georgian Young Greens would most likely define the Church in Georgia as a duty bearer – rightly or wrongly. Government officials ensuring that foreign companies can take control over forests and fishing waters, is another group classified as duty bearers.

RIGHTS HOLDERS

Concerning the rights holders, the general electorate would often be defined as collective rights holders in a country with a repressive regime where election results are manipulated. However since the partners work with LGBT issues, gender issue, ethnicity issues and indigenous people, there will be numerous rights holders defined within the green forum supported programmes. In some cases there is an ambition to proactively cluster several of the rights holders groups in order to make critical masses. This is a clear strategy from Serbian, Georgian and Latin American partner organizations.

Nevertheless, it is of utmost importance to underline that the overall mandate of green political parties is not similar to the one of NGOs. Most NGOs have a predefined target group to work with which makes it easier to define who is responsible for the problems occurring for that specific group. For a green political party the ambition is to provide better life for the whole population of a country. If so, the ultimate duty bearer will **always** be the sitting president and his/her government. (or the sitting mayor in local elections). For an NGO the strategies against duty bearers can differ depending on target groups and problems. For political parties the strategy will be the same; Give us a new government. For this purpose it is important that Sida does not mix up the two in its assessment of PAOs.

6. GENERIC CORNERSTONES FOR SUCCESS

6.1 General Comments

In order to reach the objectives, Green Forum has defined a number of cornerstones for success that have to form a point of departure for the cooperation between the partners and the actual role of Green Forum itself.

- The most important of these being the common value base ensuring that the cooperation and ambitions are in line with what has been stated in the Global Greens Charter.
- Everyone's equal active involvement implying a focus on strengthening women and youth is a cornerstone within the green political movement. Green Forum has just launched a new (fourth) programme focusing on the enhancement of green female politicians. The cooperation emphasizes that there is an active approach from the partner to enhance the involvement of women, youth and marginalized groups.
- Another cornerstone relates to the donor harmonization and to - when being convenient and fruitful for all actors concerned - team up with other green partner organizations. Green Forum is working pro-actively to mobilize green donors and has during 2015 seen some success in this field.
- A fourth and vital point is the straight dialogue. A cooperation which is characterized by openness, honesty, trust and directness. The green movement is as such a non-hierarchic structure, which is an advantage. A close dialogue will definitely improve the cooperation. Nevertheless, it might be more time-consuming in the short perspective.

6.2 Methodology; The Ladder of Political Maturity

The methodology deriving from "the Ladder of Political Maturity", tested during 2015, has provided three very important insights. Green Forum and its partners have defined "six plus two areas" of improvement as well as two that could pull back the work of the parties/organizations. The method works well, and has been found very useful by the partners in the European test group. However, it has to be developed further. Close cooperation is needed if it is to become successful. Given the small resources of Green Forum, the time and human resources required to be set aside, this might be a problem. The organization will during 2016 continue its methodology work with the individual partners and in regional contexts. During 2017 a joint methodology event with all partners shall be carried out during the three-year partner meeting. In addition, when assessing the needs of presumptive new partners, the experiences from the ladder will be taken into consideration. As for the whole (current) model of the Ladder of Political Maturity, please see appendix 3. Please note, "the Ladder" is still to be considered as work in progress.

7. THE AFRICAN GREENS FEDERATION PROGRAMME

7.1 Programme Structure and Partner Description

The African Greens Federation (AGF) was officially started in April 2010, during the African Greens Congress in Kampala-Uganda. It currently has a functioning Secretariat with two employees in Ouagadougou, Burkina Faso. AGF has over 20 member parties from the different sub-regions of Africa. It has established regional federations in order to support its members properly and promote and ensure good governance practices. The following regional federations have been established between 2012-2014:

- The West African Greens Fed. has a headquarter in Niamey, Niger
- The Southern African Greens Fed. will have a headquarter in Lusaka, Zambia
- The North Africa Greens Fed. will have a headquarter in Cairo, Egypt
- The East Africa Greens Fed. has a headquarter in Kampala, Uganda

- The Central African Greens Fed will be headquartered in Kinshasa, DRC.

7.2 Contextual Analysis

The political context in many of the African states is characterized by the lack of democracy, muzzling of free press, restrictions on freedoms of speech, expression and political assembly. In many countries there are still authoritarian regimes while in others there are direct dictatorships. The African continent is busy handling political conflicts, mostly emanating from election violence or from decisions by sitting presidents to change their country's constitutions in order to continue their stay in power. Many problems in African states are caused by the lack of civil participation in the democratic processes of their countries, the emergency of military regimes and coup d'états. While in other countries, sitting governments do not accept vibrant opposition parties and put their hold on power through vote-rigging, political assassinations and restrictions on political rights and the freedom of media.

However, there are also good examples. The peaceful shift of powers between Christian based parties to Muslim based parties in the Nigerian elections gives hope. The "coup d'état" in Burkina Faso, where the people, now supported by the army, tend to move into more democratic pre-conditions for the forthcoming elections (where the green party is one of the actors directly driving the democracy process). We could also see the Democratic Green Party of Rwanda bringing the case of current president Paul Kagame's third time candidacy for presidency, into the constitutional court of Rwanda. Democratic means could make a difference. AGF believes in its imperative to continue with the democracy building program and the capacity building of its members, to enable them to work for political reforms in the areas of democracy and environmental protection.

7.3 Methodology & Approach

AGF target groups are always the member political parties and political movements. However, in this new period more focus will be put on regional federations and the continental secretariat. AGF believes that focusing more on the regional federations will not only enable the federation to support its members properly but will also encourage accountability, transparency and a better delivery of activities. It will also facilitate the continental secretariat in Burkina Faso to control and manage all the activities taking place in different regions. AGF has faced low involvement of women and youth in political activities, yet their equal involvement is a prerequisite for sustainable development. Therefore, in this new program, more focus is put on these groups. The ambition is that green youth and women's federations will have been established and strengthened – regionally - by the end of 2018.

As from 2016 there will be a donor group of three organizations supporting AGF activities; Green Forum, Westminster Foundation and Groen - Flemish/Belgian greens. Since WF is supporting capacity building in east Africa and Groen in west Africa, Green Forum will not use Swedish funds for this. Green Forum will apart from its support to AGF management and office, mainly support capacity building in southern Africa and some overall general events.

7.4 Objectives, Expected results and Indicators

OVERALL OBJECTIVE

To capacitate green parties/political actors so they - by the end of the period - have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity). (Indirect support via proxy)

PROJECT OBJECTIVES

- To facilitate the coordination, promotion and evaluation of green activities and influence institutional policies in Africa.
- Strengthened regional federations
- Established and strengthened African Young Greens and African Green Women regional networks
- African Greens Academy has been supported and the green ideology has been enforced
- Strengthened and promoted visibility of AGF's continental secretariat and published success stories and reports

EXPECTED RESULTS

- Regional federations have actively supported member parties
- Regional young greens' and green women's networks established and actively involved in all the activities of the African Greens Federation
- Green academies held and capacities of member parties empowered
- AGF have become more visible and the continental secretariat manage well

INDICATORS

- 5 Regional federations will actively be involved in all AGF's activities.
- 4 regional Young Greens federations will be established. Efforts will be made for each member country to create a young green network.
- 4 Green women's regional networks will be established. Efforts will be made for each member country to create a women's green network.
- At least 10 regional green academies will be implemented in the next three years.
- 10 elections-, and campaign strategy seminars will be conducted.

(These indicators were defined assuming a larger budget than Green Forum will allocate to AGF, whereby they will be adjusted once the contribution from Sida has been decided upon)

7.5 Type of activities

AGF has delivered a table with all its activities and they can be clustered into the following categories; regional meetings and big congresses, network meetings, regional green academies, climate campaigns/informational activities, trainings, monitoring and evaluation etc. The indicators provided by AGF above is based on a higher budget than what could be assumed from Sida and other donors. Consequently, Green Forum considers the ambitions of AGF –given the financial situation – being a bit too ambitious. As for this purpose Green Forum anticipates that a revised budget in the beginning of 2016, will lower, the expectations and indicators to some degree.

7.6 Risks & Mitigation

EXTERNAL RISKS

Oppositional politicians can face assassinations, exclusion from media, legal barriers, restrictions on the freedoms of expression and political assembly. There is also a risk of political instability, wars, coup d'états and epidemics. The risk of electoral systems characterized by corruption and vote rigging makes it hard for independent parties to win elections. AGF will counter these risks by using consistent messages and actions. It encourages member parties to remain committed to the principle of non-violence and avoid involvement in criminal and illegal activities.

INTERNAL RISKS

The communication barrier is one of the main challenges AGF faces. The communication gap between members leads to miss-information. There is also a political risks involving hard to find employment for party members and the risk of losing members when they are threatened. It is also difficult to finance election campaigns and political activities. These risks can be mitigated through the strengthening of regional federations that will help in overcoming language barriers, since neighboring countries tend to share language. It will also increase networking over borders which produces greater security for the politicians. AGF are encouraging parties to participate in general elections. This helps parties to grow and also gain some financial independence.

Although measures have been taken to improve the financial control of the activities carried out through AGF and its partners, there is always a risk of mismanagement given the many actors involve. **Mitigation;** The fact that most major costs will be managed by the Secretariat, will improve control systems. In addition, it is important that data on participants actually taking part in workshops etc. is checked upon, in order to avoid embezzlement.

SUSTAINABILITY

AGF's future survival depends on the strengthened regional structures, we envisage in the long run that these regional federations, will acquire semi-autonomous status and will be able to mobilize their own resources by themselves and equally support member parties at the national level. AGF also believes that, when member parties actively participate in national political structures, they will be able to get party representatives in national parliaments and other government structures. Those elected or appointed party officials will be expected to contribute financial resources to the federation and AGF will therefore, be able to sustain its activities in the long run. Each regional federation through creating a youth wing and a women's green network, which are involved in all the regional activities, contributes to ensuring sustainability.

7.7 Monitoring and follow up mechanisms

The staff of the continental secretariat shall conduct monitoring and evaluation activities from the beginning of the project. The activities to be conducted shall include visits to regional offices and participation in regional activities. AGF will increase the financial control mechanisms by abiding with the financial procedural manual and involving other organs like the commission of auditors.

As for major events in various countries, the secretariat aims to pay these directly, instead of transferring funds to the regional structure or the arranging party. Initially, this might not work out in all cases, but the system will be developed over time. The staff at the secretariat and some board members will be involved in this exercise and will be submitting visit reports to the federation's president and treasurer. These reports, will be shared with Green Forum and all the members of the Federation. AGF shall demand reports immediately after a regional activity has been conducted. This will ease the bi-annual reporting

process to Green Forum. AGF plan to use one accounting software (Sage) in order to have clear and professional data for the financial reports. AGF is to follow and promote the procurement and audit recommendations at the secretariat level and will enforce these good practices on the regional level.

8. THE EASTERN EUROPE PROGRAMME

8.1 Programme Structure and Partner description

The Eastern Europe Programme consists of the support to four partners, whereof three being national parties or green political organizations and one being a green transnational capacity building network (CDN). From a proper programmatic/log frame and content perspective, CDN would be more similar to CEPROCA or CEMAT in Latin America, than the three European Parties supported in the European Programme. However, since the regional cooperation aspect is crucial to Green Forum and its partner organizations, we have decided to prioritize the geographical context in our programmification, rather than clustering partners in order to fit the best programmatic/log frame model. The four parties/organizations in the European programme know each other well and cooperate even in other activities, not funded by Green Forum. The four partners involved in the European Programme are the following;

Albanian Green Party (AGP)

The Albanian Green Party was founded and registered as a party in 2001. The party has taken part in local elections since 2003 and in national elections since 2005. The party is very small in nominal terms but has successfully been working with regions and the local communities due to a clear strategy for this. As for the local elections in 2015, AGP made progress and got representatives into 12 local councils out of 64. In the year 2008 a women's forum was established in AGP and in 2011 a youth wing was established. The party is legally accepted and recognized as a political actor and they have one project manager who is working in the secretariat.

Georgian Young Greens (GeYG)

Georgian Young Greens is a youth non-governmental organization which was registered in 2008 with the aim of put light on topics such as environment and social justice, sustainable development, direct democracy and equality. The organization was established as a youth wing of the green party, however, there is no such legal status in Georgia. Consequently, GeYG was registered as an NGO. Georgian Young Greens inherited the Green Forum project in 2012 when a law prohibited the green party to receive external funding. In 2013, GeYG was conducting activities mutually benefiting both the party and the young greens. However, in 2014 GeYG separated from the party due to ideological disparities and since 2014 they are not working together.

GeYG has currently around 50 official members. GeYG has had an ambition to support green actors in Armenia and Azerbaijan but it has proven quite hard to establish green political actors in those two repressive neighboring states. As for 2016-2018, partners from those countries will be invited to seminars and events. GeYG has increased its measures and aspirations to become an official political party and work more with local greens and target groups in communities outside the capital, partly due to the use of the Green Forum method Ladder of Political Maturity.

Serbian Green Youth (SGY)

Serbian Green Youth was established in 2003 and is a green, youth, non-profit, political organization. SGY is not a youth wing of any green party but cooperates with two of them on joint capacity building activities, mostly in the fields of democracy, gender equality and social rights. In return the parties send

participants to SGY events. As the political background and democratic structures of these two parties is under question, SGY is not inclined to merge with any of them. SGY is covering a wide spectrum of topics such as democracy, human rights, environment and minority rights. Currently SGY has approximately 80 official members, most of them students. SGY has two gender spokespersons and many LGBTQ members. The organization works through activity teams and working groups and practices direct democracy. Currently there is a discussion between Green Forum and SGY on the latter's future role as political party. For this reason, Green Forum will only sign a one-year contract with SGY in order to follow the process.

Cooperation and Development Network of Eastern Europe (CDN)

CDN is an east European transnational network focusing on young greens and their outreach. The member and owner base of CDN consists of a large number of green actors spanning from Turkey to Russia. Apart from the networking and meetings provided by CDN, the members are also to a large degree using the capacity building skills of CDN to train their own members or activists. The conditions in the region described above cause on one hand apathy among youngsters in the region, not having any faith in politics, democracy and their own possible participation. Consequently, there is a need to support youth who wishes to take action for improvement in various political fields. Thus it is the ambition of CDN to continue to support those young people as well as create opportunities for cross border cooperation between organizations. During 2014 and 2015 CDN in cooperation with Green Forum has managed two GEF (Green European Foundation) projects and is gaining increased respect from European donors and other actors.

8.2 Contextual Analysis

Eastern Europe (EE) is a vast and diverse region. However, in recent years some common trends in the political, economic and social sphere, can be seen. In south Caucasus region there is a turbulent political situation together with a not very developed civil sector. Currently, new development in Azerbaijan practically closed the doors for funders, and activities in the country. The oppression, media control and pressure on citizens is significantly stronger, making engagement in civil society very difficult and dangerous. We expect a strengthening of the green movement in Armenia, which receives support through our partners in Georgia and Serbia.

Balkans are now in the midst of a refugee crisis being on the path of migrant routes hoping to reach EU in seek for asylum and protection. Greens have taken active part in citizens' solidarity missions, but still without reaction on policy and governmental level. Our partner in Serbia will aim some of its activities the upcoming years towards, besides other marginalized, also migrants as a target group. The greens are participating in elections during this unstable time in for example Belarus, Ukraine and Croatia. In Albania the greens grew in the recent elections of 2015. Serbia is experiencing a rise of the leftist movement which the young greens are part of. Our green partners wish to change a negative trend of political decisions with, for example, irreversible damage to the environment as a result. Aggravated pollution has listed some of these countries as the most polluted in Europe. There is also a prevalent destruction of natural resources, flora and fauna, deforestation and non-existing waste management.

In most of the EE countries the lack of true participatory democracy and political power being concentrated in one party or man has been a trend. This affects already weak democracies and lowers the possibility of political alternative. Free media are close to non-existent in most of the countries why our partners reach out through alternative information sources. In Albania there is little communication and cooperation between the governing and the opposition. As a consequence, the country often faces political crises leading to major reforms not being made. This political polarization is narrowing the space small

parties in media. Apathy towards political change de-motivates young people to take an active role in shaping their realities as politics in this region is associated with ever-lasting conservative parties. One example is Georgia where civil engagement is low and the country can be characterized as a never-ending transition to democracy. The youth considers they cannot exert any influence on important national decisions.

Our partners present a much needed political alternative which is based on green principles. On the other hand, internally, the green partners in the respective countries are rather weak. International cooperation, which is one of the strongest sides of the green movement is improving. In this regard, we see continued networking within and support to eastern Europe as highly relevant since green issues exceed national borders.

8.3 Methodology & Approach

The methodology and approach chosen by the different partners is subject to different factors. Firstly, it is depending on the type of results anticipated. Secondly, there is an ambition to use a methodology that would give the desired effect on the target group. To mobilize them, to inform them, to capacitate them or whatever need there is to reach out. Thirdly, it is a matter of the competence and resources the organization have; if there is competent staff and there is the funding required to take on the task. Fourthly, it is subject to where the organization and its members are positioned on the “Ladder of Political Maturity”. For instance, it might be a total waste of time addressing activists in the party concerning the organizational strategies, if these activists do not even perceive that they are part of a political organization, but a mere campaign against a nuclear power station. The fifth factor deals with what you actually can or are allowed/entitled to do. The space provided for political action might be restricted by repressive governments, a state controlled media, but also by citizen vigilantes and old prejudices.

The Green Forum partner organizations have slightly different realities but they have one thing in common. They have learnt the map of opportunities the hard way, by trial and error. Consequently, they have selected different strategies. The Albanian Green Party, being officially accepted as a political party, can navigate within the political arena and electoral campaigns, whereas the Georgian Young Greens are taking on the measures of an activist civil society organization. The Serbian Green Youth is somewhere between these two, not being an official party, however working close to two green parties. All this will evidently affect which method to use, but also the target groups to approach and attract.

All four partners in the European Programme emphasize on working with youth – mainly as a result of watching the behavior of some established adult politicians changing their positions as soon as they get closer to the political power. As for GeYG, SGY and CDN this was always the case. Concerning AGP, they started to focus on youth five years ago, most likely triggered by the presumptive accession to the European Union and an increased awareness of the Pan-European context. AGP is besides youth aiming towards more women taking active part in the power positions of the party.

Whereas, green parties often evolve from some environmental action, the current Green Forum partners in eastern Europe have – on top of their environmental agendas - a strong and dedicated drive for human rights, especially rights of marginalized, e.g. LGBT and Roma. One example is CDN which often provides more capacity building and outreach events related to gender issues, LGBT and minority rights, than those events focusing on environment. GeYG defines its primary target group as youth, women and minorities and disadvantaged groups. SGY has a similar definition but includes minorities and migrants as one key target group.

All four partners work with capacity building, workshops, street actions and events targeting both internal groups (members etc.) and the external public (hang-arounds and potential adherents), they work with organizational development as well as communication and campaign related activities. CDN, who supports all our partners, has recently decided to shift its focus slightly due to a change of demands and needs from its target group. With growth there is a need to shift from ideological building of organizations and put emphasis on skill development and trainings of members and organizations that have been on the field of civil sector for years now, and are in stronger need for tools to consolidate their political relevance in their respective society. (Key words being Political Role and Political programming).

8.4 Objectives, Expected results and Indicators

8.4.1 Objectives and results for AGP, SGY and GeYG

For the three political parties/movements (AGP, SGY and GeYG) there are different project objectives with common denominators (summarized below 'project objectives') and there is also a shared overall objective which is as follow;

THE OVERALL OBJECTIVE

The Green partners shall by the end of the period have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity).

PROJECT OBJECTIVES

- Strengthened party and organizational structures as well as political programming on different levels in order to improve them and make them fit when approaching the real or presumptive electorate.
- The green idea has been actively promoted.
- Improved forms of communication with internal and external target groups.
- Enhanced capacity of marginalized and disempowered groups that are engaging themselves politically.

EXPECTED RESULTS

There are a number of results expected and indicators set by the eastern European partners. The following ones are some of the most frequent and only show as an example.

- Increased visibility
- Strengthened membership management and ability to reach out even more
- Increased equality and internal democracy
- Sustained and enhanced alliances
- Increased geographical spreading; deconcentration
- Ideological developments
- Greater organizational structure for sustainability
- Strengthened and more vivid national and international cooperation
- Greater spread in representation as regards gender and age as well as ethnicity

INDICATORS

(The following indicators are to be seen as examples of indicators defined by partners)

- Increased number of party members and supporters
- Increased number of youth and women in the party as well as in national and local electoral lists (E.g Gender balance 50% to 50%, youth 40-60% of the lists)

- Number of women active in political life through writing articles on the web or papers
- Number of social media followers
- Increased media coverage
- Number of minority rights organizations attending green activities
- Number of new relevant cooperation partners
- New policy documents produced
- Number of new people joining policy debates
- Number of participants taking part in a workshop, meeting, seminar etc.
- Expansion of established local structures (12 new local cells/structures in Albania, 2 in Georgia)

8.4.2 Objectives and results for CDN

As for CDN, being an intermediate capacity building organization, the same objective is expressed in an indirect manner, where CDN is to ensure the capacity building to green partners in eastern Europe:

THE OVERALL OBJECTIVE

To capacitate green parties/initiatives so they - by the end of the period - have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity).

PROJECT OBJECTIVES

- Increased effective participation of green youth organizations in the political sphere of Eastern Europe.
- Growth of CDN as a network and capacity builder

EXPECTED RESULTS

- Increased capacities of youth to make political statements and take part in public debates
- Raised level of political activity and visibility on the national level and political influence
- Increased organizational capacities: documents, democratization of structures and procedures, transparency and inclusion, stable membership
- Targets familiar with mechanisms of influencing decision making processes and local policymakers
- Organizations in the regions collaborate on issues of mutual interest
- Green youth from Eastern Europe are on positions in international bodies of Green networks
- CDN raised its own capacities to better meet requirements and respond to needs of its members
- Provided tools for transfer of knowledge and experience within its structures,
- CDN structures are reference point for Green ideology and political situation in Eastern Europe,
- Improved visual identity of CDN and presence in media
- Increased number of involved green youth and activists within CDN, especially from Armenia and Azerbaijan
- Member organizations from Kosovo, Montenegro and Greece to join CDN
- Established cooperation with Green Youth from Baltic countries
- Established cooperation with individuals and organizations from Russia and their involvement in CDN structures and activities

INDICATORS

CDN has many indicators for measuring its results and eventual achievement of the objectives. Among others are:

- Number of activists and initiatives that engage in events and online work
- Number of statements and articles after CDN events
- Number of updated political platforms of Member Organizations
- Membership in relevant green organizations
- Quality of the capacity to sustain debate on mentioned topics after the event.

8.5 Type of Activities

Since most of our partners are working within the Eastern Europe Programme the various activities are also in a wide range. Only CDN have already planned 91 events for the coming period. We could briefly mention the following to provide an image; seminars, trainings, study sessions, working groups, street activism, campaigns, spreading of communication, regional meetings, study visits, panel discussion, general assemblies and other events. More specific information/data regarding the activities, indicators etc can be submitted by demand

8.6 Risks & Mitigation

EXTERNAL RISKS

Various types of external risks have been defined. The frequency of these in the respective countries varies to some degree, but most of them are very relevant to all green partners in Eastern Europe. We choose to show a sample of the relevant risks for the 2016-2018 programme:

- The political situation in Eastern Europe cannot be predicted and can easily get out of control. As a network, CDN have to be ready for the situations where some of their member organizations find themselves in critical positions, destabilization of the organization, with limited communication and mobility possibilities. They engage and mobilize the international community for support and are open for a quick adaptation of the planned activities.
- In the public discourse the term “green” is only related to environmental issues. One mitigation strategy is that much of the information/dissemination work of the organizations focus on providing information on “green policies”. There are also trainings in order to address this topic.
- Physical abuse by citizens not supporting the “green” agenda. It is hard to be fully prepared for and act on physical attacks. However, there is an awareness which issues and events might stir the minds of citizen vigilantes. LGBT issues could be one.
- No access to public media unless you are an established party. Media control and censorship is overwhelming in most partner countries, limiting and affecting the framework in which the parties/organizations can be visible. One strategy that our partners are using is the outreach in informal channels such as non-mainstream media and face-to-face information.
- No access to political funding since this is only going to government parties or parties with seats in parliament. All of the partners have realized they should improve their fundraising strategies. Nevertheless, this is hard to do for western European organizations and even harder for understaffed political parties or organizations in eastern Europe.

INTERNAL RISKS

- A constant risk (for CDN) is not being able to reach certain part of the target group because of the language barrier. Providing translation and hosting bilingual events are some mitigation methods.
- Low capacities within the organization for project management, administration and in some cases for key issues, e.g. when a qualified trainer suddenly leaves the organization.
This is handled through the organization and secretariat involving someone professional, or build up the capacities of new people more intensively.
- High turnover of members. There are many different reasons why members leave the organization; a) Fear for repression from government; b) Lack of motivation after campaigning in vain for a certain cause; c) Being less interested in the organization as such than a certain campaign or topic where activities suddenly are terminated. (This was actually mapped as part of “the ladder”activities)
To handle this the number of team building activities within the organizations should be increased. A more bottoms-up procedure could ensure that the work is based on needs. It is important that a common value base is built and disseminated. A more bottoms-up procedure could ensure that the work is based on needs. It is important that a common value base is built and disseminated.

SUSTAINABILITY

Our partners in the EE programme have since our support was initiated built more sustainable organization structures, which will contribute to the achievement of as well as the maintaining of the project objectives. Due to their active involvement in our methodology workshops, some of them have developed strategies while some are going to. Strategies that strengthens members and the institutional memory of the organization. This organizational development creates possibilities to sustain the progress which organizations have achieved by now.

The partners within the EE programme are the ones shaping the activities and projects to make sure they are the owners and are committed to the objectives set by themselves. Their activities are promoting democratic culture. Youth organizations have a high flux of members and activists. Therefore, efforts are made to preserve knowledge and experience and many efforts are put into mechanisms to provide smooth and proper transfer of knowledge. To enhance this, our partners are building their online bases of data, materials, resources, internal guidelines and experiences. They also have recurring meetings for reports, evaluations and recommendations that are constantly updated.

As an additional aspect of ensuring organizational sustainability our partners in the EE programme are looking for diversification of their financial resources.

8.7 Monitoring and follow up mechanisms

For each and all of the partners there is a well-developed plan for follow-up and monitoring to see to that the objectives are fulfilled and indicators met. Our partners go through the fulfillment of the objectives as they summarize a year and plan each and every new project year with its activities. As for the overall strategic planning as well as the more long-term or strategic type of monitoring, the responsibilities lie with the respective partners. Our partners are maintaining a close communication with its project manager, various working groups, local branches of their parties and their boards to be able to know about the progress of the project. Monitoring and follow up on the continuing activities, campaigns and capacity building events there are regular assessments, under the respective project manager, carried out, normally after the event has been terminated. This often involves a big group representing the organization or party. In some cases, there are specific report written after an event. As for workshops and conferences, on-line evaluation tools are used for some of the partners. Regarding more long-term

evaluations, these are normally carried out by the partners as they finish this three-year programme period. As for the more general overviews and evaluation, board members are quite active.

9. THE LATIN AMERICA PROGRAMME

9.1 Programme Structure and Partner Description

The Green Forum Latin America programme is consisting of the support to two organizations; CEPROCA in Bolivia and CEMAT in Guatemala, both being green capacity building organizations. Whereas CEPROCA is a separate civil society organization directly linked to the green party (PV of Bolivia), CEMAT has a more independent status, however this three-year project contains one additional component which is aiming towards establishing a proper green party in Guatemala.

CEPROCA, BOLIVIA

Centro de producción, promoción y capacitación (CEPROCA) was established in 1993. Its activities are promotion and training primarily in the social, political and environmental area. Since 2007 it promotes organizational development and training of the Green Party of Bolivia (Partido Verde Ecología, PVE) and its adherents, to reach their objectives on a sustainable development. CEPROCA ensures continuity in training in La Paz, Cochabamba, Tarija and Santa Cruz and will mobilize and train green leaders who jointly form a network. The green party, PVE, had to change its name after the election in 2014, Nevertheless it has seen a growth ever since; they gained 3 % in the recent national election and are present in La Paz, Cochabamba, Oruro, Chuquisaca and Tarija. CEPROCA is through this three year programme interested in building the capacities of the party's potential leaders as well as improving the party's communication strategy. CEPROCA is reaching and cooperating with a large variety of groups from youth to elder women; from transsexuals to indigenous persons; from leftist activist to small farmers.

CEMAT, GUATEMALA

Centro Mesoamericano para los Estudios de las Tecnologías Apropriadas (CEMAT) is an independent NGO working with sustainable development in Guatemala. CEMAT acquired legal status in 1977 and has a wide range of member organizations under its umbrella. The overall purpose of CEMAT is to achieve a political change towards equality which would provide a better quality of life for the Guatemalan population. This will be given through an active civil participation of youth, women and indigenous people who interact in the construction of an electoral platform of political parties, economic, social and environmental movements and organizations having a green agenda as a strategy for local and national development of the country. The target groups ("focal points") of CEMAT are members or potential members of green organizations/networks in 8 of the 22 provinces of Guatemala.

9.2 Contextual Analysis

Although the political background differs quite a lot between Bolivia and Guatemala, there are plenty of similarities regarding the issues relevant for our partners. Guatemala is still suffering from the consequences of the 36 year long civil war that ended in 1996 and has today the highest inequality rate in Latin America as well as prominent problems with a non-transparent political system promoting, besides violence and crime, also distrust in political leaders as such. There is a great need for democracy in a real sense together with decentralization and inclusiveness of marginalized groups. In Bolivia, the ruling party has changed the constitution and many might say it is related to their will to stay longer on the position.

There is little room for political opposition and although the hopes were great when the president started his first term there is now tendencies towards corruption and misuse of power.

In both countries political participation needs to be strengthened, especially on a local level. There are also numerous environmental problems to face where one current issue is Bolivia's ambition to build a nuclear plant near, as well as a highway in, the Amazonas together with the critical issue of consequences for local societies as glaciers are melting.

In Guatemala a large part of the population is living in poverty – to some extent in extreme poverty. There is a persistent deficit of social citizenship and few people have access to the arenas of decision-making. This counts especially for women and youth. In both countries there is a reason and an urge for the partner organizations to act, in order to increase the political influence and the acceptance for opposition. This includes the allowance for democratic political discussions representing many voices, in local and national power structures.

9.3 Methodology & Approach

In Bolivia environmental and social sustainability issues have not been made a priority among the decision makers at government, municipal and administration level. The participation of the Bolivian green party in the 2014 elections positioned ecological discourse and democracy as two fundamental pillars in the solution of environmental problems. The project for 2016-2018 expect that a focus on the strengthening of local structures within the green party will contribute to decentralization as well as more adherents and spreading information on green ideology. This project is based on assessment and experiences from the previous three years. Therefor CEPROCA will continue to work on the methodology of active-participation at both a direct level and through a distance model.

CEMAT will from 2016 to 2018 have a project with two components. Component one is a phase out of the support to the Foro Verde, green network of female and youth leaders of CEMAT, that has been supported previously. The other component, component 2, is support for CEMAT members' construction of a new green party. As component one phases out from 2016-2018, component two will see a slight increase and after the project end overtake the support that was received by the Foro Verde of CEMAT. There are a number of activities which CEMATs' component 2 has to take out in order to be legally formed as a party by the end of 2018.

CEMAT Component 1

The project seeks to promote, through trainings, workshops, forums, seminars and conferences, the development of tools and methodologies to promote a true democratic political culture which is diverse, multi-ethnic, fair and with a focus on sustainability. Topics such as citizenship will be brought up for example through debate and there will be discussions to reach agreements of national policies. The normally excluded rural, indigenous population as well as women and youth have a greater chance of participation and possibility to advocate for the resolution of their problems at a local level. For this reason, trainings will focus on political influence and advocacy towards their nearest power structures.

CEMAT Component 2

The project seeks to achieve, through workshops of ideological training, involvement of local leaders in the construction of a political platform with the aim of forming a political party that base its ideological principles within the Global Greens Charter. Bearing principles will be the political methods of consultations, discussions, civil participation and the establishment of policies, as well as motivating

people to participate actively in the political and legal structures in the country that will allow them to participate and stand for election to public office. Those parts of the population who are excluded such as rural, indigenous, women and youth have a greater possibility of solving their problems at closer levels through participation and advocacy. The project will provide adequate political tools and methods to combat the predominant political parties, discourse and ideology to be able to give way for a different social, economic, environmental and political life of Guatemala.

9.4 Objectives, expected Results and Indicators

9.4.1 Objectives and results for CEPROCA & CEMAT Comp. 2

OVERALL OBJECTIVE

To ensure that the green partners by the end of the period have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity).

PROJECT OBJECTIVES

- Strengthened leadership for positioning and visibility of the PVE in Bolivian society
- A developed communication strategy that creates citizen awareness of the need to take care of the environment in order to achieve political action amongst citizens as well as the party
- The establishment of a political party in Guatemala, based on the Global Greens Charter's principles of ecological knowledge, social justice, participatory democracy, sustainable development, nonviolence and respect for diversity among others.
- At the end of 2018 the green party will be acknowledged by the supreme electoral court of Guatemala and be prepared to participate in the elections of 2019

EXPECTED RESULTS

- Strengthened capacity of party members who can function as facilitators in their respective bodies (departmental)
- Reached a greater number of people concerning information on democracy and environment
- The political principles of the party and the programmatic platform has been created, by members of the party together with thematic and political experts.
- New followers of the party (especially youth from local level) have been given ideological training
- training of those responsible for the member management prior to the party formation
- Board of directors have been formed
- Promotion group have been formed
- Party committee to form a party have been formed
- municipal, departmental and national assemblies have been reached

INDICATORS

(The following indicators are to be seen as examples of indicators defined by partners)

- Mobilizing youth and women in the 5 regions making it 30 national leaders and 100 regional leaders. (4 distance courses each year, 3 capacity building events each year for party leaders, 10 evaluation meetings in total.)
- 500 radio listeners 2016, 2017:1000, 2018: 2000
- The goal of 25 000 party members in Guatemala reached by end 2018 and 1000 persons form a promotion group

- 25 000 affiliates have signed up for the party: year 2017: 18,000 names, year 2018: 7,000 names
- Access to seats in 35/65 municipal assemblies

9.4.2 Objectives and results for CEMAT Comp. 1

OVERALL OBJECTIVE

To capacitate green parties/initiatives so they - by the end of the period - have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors (thereby moving upwards on the Ladder of Political Maturity).

PROJECT OBJECTIVE

- Achieved a political change towards equality which contributes to a better quality of life for Guatemalan population through a greater and more active civil participation and political influence of youth, women and indigenous. These have taken part in the construction of a political platform based on the global greens charter for a sustainable development both locally and nationally.

EXPECTED RESULTS AND INDICATORS

- The leaders and members of the Foro Verde as well as allied organizations and local youth has reached a greater knowledge on which are the political instruments and spaces to be able to act to affect and participate.
- Created strategic alliances where the greens are known
- Strengthened target groups who participate in and influence decision making processes
- Increased presence and influence of the Foro Verde members in local governance and other political spaces
- The target group, especially youth, has with a green ideology participated directly and actively in popular election

INDICATORS

- 5000 leaders and members of the focal points have been reached and trained each year of the three-year project

9.5 Type of Activities

Both CEPROCA and CEMAT component 1 will use workshops, capacity building events, trainings, seminars and distance learning or distance meeting to obtain their goals. CEPROCA will for this project add another activity through reaching out by the means of radio shows, which are popular in Bolivia.

In CEMAT component 2 the project will use these methods but with an emphasis on the creating a political party aspect of it. This means arranging assemblies, participating in municipal assemblies and having meetings to gather affiliates and prepare to participate in elections meaning all the legal obligations they have to meet.

9.6 Risks and Mitigation

EXTERNAL RISKS

CEPROCA

Among the external risks to the project can be noted the economy, such as the often changes in the currency and exchange rate. This will be managed in the initial phase and a mutual understanding of expectations between the parties (CEPROCA and Green Forum). It can also involve political persecution by the ruling power. If that happens the organization is ready to shift focus for some time and direct it to civil society rather than the party leaders.

CEMAT component 2

One risk is a possible change of the electoral law and that of political parties - which is under discussion in Guatemala- that determine a greater number of must have adherents than to the current 25,000 affiliates. The new proposal raises it to 45,000 affiliates. The risk will be prevented by inserting the Promoter Group in the second half of 2016 in the electoral tribunal, before a new law could pass.

CEMAT component 1

Right-wing groups in partnership with the government or repressive politicians, criminalizes the citizens' movements that are speaking of human rights depicting them as terrorists to repress them with violence and persecution. The involvement of organized crime in politics meaning large investments of money, makes it very risky to participate in politics. CEMAT will mitigate this through having close contact with the Foro Verde as well as follow up and monitoring.

INTERNAL RISKS

CEPROCA

Amongst internal risks we could mention the need to always be ready to modify the calendar due to national political events which oblige to change the dates of e.g. completion of the courses and face-to-face training. This demands for flexibility; foreseen flexibility.

CEMAT component 2

There is a risk of not fulfilling the target of the number of adherents that has to be collected. This due to poor division of responsibility or low feeling of responsibility of the collectors. It can be mitigated through a constant monitoring of time plan, mile posts and commitments that has to be met. Scarce economic resources could hamper especially the legal process that is very costly and necessary for the legal membership sheets. This will be mitigated through the management of other sources of funding to cover these costs to be able to complete all work. A rejection by the Electoral Tribunal concerning the legal paperwork due to an error in these would force the work back to its starting point. This will be mitigated by having legal experts knowing the process. The most prominent risk is that concerning violence due to political grounds. Our partners in Guatemala have in 2015 faced deadly violence where two young people ended up dead, due to their family member's political work towards increased transparency on local level. Political risks can't be avoided but can be managed. This outcome was a result of the impunity; the lack of justice and rule of law in Guatemala. These societal issues can lead to escalating violence. Our partners will have to stay on the path on encouraging the use of legal, administrative and legal ways to overcome these problems. The way towards democracy and rule of law can be reached through measures of continued social audit, public complaints, legal justice and increased political influence and participation.

CEMAT component 1

There could be conflicts between members that can weaken the movement and the organization see a risk

in the fact that the lack of economic resources could hamper the operation. See mitigations under next headline.

SUSTAINABILITY

CEPROCA

The project is sustainable to the extent that the leaders are trained to gain influence and spark political action in the country through making the sustainable ideology visible etc. There is also a long-term communication strategy to spread the green project not just among its political members but also amongst civil society.

CEMAT component 2

The discussion about sustainability mainly concern the commitment issue; the commitment by the various parts involved in the formation of the party. Discussions have to be made as regards the genuine interest of the creation of a party with a different way of doing politics, the green ideology.

CEMAT component 1

The network with their focal points, which are legally constituted organizations, allows for a long-term existence. Their biggest challenge is to have a minimum budget to operate taking into account that much of their respective actions are on a voluntary basis made by its members, who often do not have a wage for their subsistence.

9.7 Monitoring and follow up mechanisms

CEPROCA

Direct-level monitoring and evaluation will take place every 3 months. The distance training activity will contain a face to face evaluation during the delivery of the certificates to those who have completed and qualified the distance learning courses.

Although financial books are in perfect shape and results the last years have been excellent, Green Forum see a direct need supporting CEPROCA in RBM activities. This started already in June 2015, but will continue in 2016.

CEMAT

There are planned actions for monitoring and evaluation which will be to be enforced, it will be a monitoring of the result of each step to follow the fulfillment of objectives. For component 2 (the creation of the various instances to create a party) there is a strict need to comply with deadline set. If the deadline is missed, the whole process is lost.

10. GREEN FEMALE POLITICIANS PROGRAMME

10.1 Programme structure and Partner description

The Green Female Politicians Programme is a new programme, emerging from the fact that in spite of the explicit gender awareness in documents such as *the Global Greens Charter* there is a low level of representation of female green politician in green parties/related organizations in many parts of the world. All our partners work with equality as, in some cases, an outcome and, in some cases, more indirect

as a target group consisting of politically marginalized people e.g. women, youth and indigenous. This programme is to be seen as an *additional* effort to reach equality in representation and democratic participation with a specific focus on gender balance.

The urgency of the situation has been raised by the Green Forum partners and by the green regional federations. For Green Forum - related to the Swedish Green Party which is a feminist party - the low level of female involvement in green parties in the world is something that needs urgent improvement. Alongside, African Greens Federation, in their current application, launch that the increased involvement of women is ranked second out of four major priorities the coming 3-year period. Consequently, Green Forum consider it being a definite urge to find measures in order to support female green politicians alongside its already existing programmes. There are already existing methods within the PAO-programmes that can be used and that new methods and activities can derive from. Some of those measures could derive from the work to enhance equality in representation carried out in the PYP program. What methods will be used is to be seen after a mapping and first initial phase of this new programme.

Concerning the whole list of presumptive partners in this component, this will be defined after the mapping is made. However, some actors will definitely be involved; AGF, CDN and other Green Forum partners described above, the Global Greens Women's Network, GGWN, established in Dakar in 2012, and the Flemish Green party Groen have all declared their interest in this work. Groen will also allocate some funding for gender based activities. Green Forum has an ambition to initially map the situation and find feasible manners to establish a system of academies in order to enhance green female politicians in various regions.

10.2 Contextual analysis

There is a global correlation between greens politics and higher rates of women's political representation and participation. Countries with a strong green presence in parliament often have more female parliamentarians. However, this is both not universal and insufficient, as our aim is equality and green national parties continue to have problems with underrepresentation of women in publicly elected positions, as well as within internal positions in the parties. In some cases our partners claim females do not want to be leaders or partake on electoral lists. In other instances it is simply business as usual and underrepresentation continues as before without much efforts to change the situation. Consequently, in many countries parties do not put resources on reaching equal participation and influence. With this said we must also underline that our partners that are youth organizations actively work for gender equality as it is their core values and through various means strengthen women's political participation. Some of our adult partners such as the green party in Bolivia and CEMAT in Guatemala also pro-actively support female leaders as they see it as an indivisible part of green politics and towards achieving a fully democratic society. The efforts of these partners are praisable and they can be seen as good examples though it does not diminish the importance of this additional programme as gender equality is yet to be seen amongst so many of the green parties in authoritarian states and new democracies. As these partners actively works for female representation within their organizations and parties, at the same time the societal and political structures within the states as well as their parties where they act are often run by unequal powers and exclusionary norms making an additional programme with additional support enhancing gender equality crucial. This since our partners target group, often youth and female could be the leaders of tomorrow and thus could possess a will and tools to achieve gender equality.

10.3 Methodology and Approach

During the future period, Green Forum will to a large degree use existing methodology, e.g models used in the PYP A programme, 4R methodology and by defining female role models. The method and tools will be developed further in the first year of the programme period, 2016, probably evolving into a methodology kit or handbook. The first year will imply a fact finding mission to set of starting points as well as draw a baseline for the continued work. Then follows an identification of possible target groups and which partners are relevant who will participate in the programme's workshops. The presumptive target groups for engagement will be female politicians involved in green parties, especially those already existing partners of Green Forum. There are also discussions with Green Parties in the Asia Pacific region, where a first Green female politicians network has already been formed (at least formally). To address this topic Green Forum is aware that the target group could also be male politicians and male members of partners but as for this programme we choose to primarily focus on strengthening female political role models. The programme might as well expand within the programme period to cover additional areas but that is yet to be seen as this programme develops.

One important aspect and expected outcome of this programme is the networking between partners and regions that is made available through the activities. The networking functions as additional support together with the activities and possibly enables further sustainability of the project.

10.4 Objectives, expected outcomes and indicators

THE OVERALL OBJECTIVE

Empowered green female politicians which a) have increased participation in green politics b) have greater skills and c) are competent, democratic and respected leaders.

PROJECT OBJECTIVES

- Structures for female green politicians have been established in at least 3 regions/sub-regions
- The participants have improved their competencies as political representatives and leaders
- The number of female representatives and leaders within the green parties concerned has increased.
- Women have better knowledge on the topic or issue

RESULTS

The green female politicians;

- Have better skills in influencing political decision making
- Are up for selection on the green lists for elections
- Are better equipped to achieve political results
- Are more confident in public speaking
- Have achieved power positions within their parties and/or societies
- Have better organizational capacities
- Have influenced their parties such that the parties have developed policies or tools for gender equality and women's participation. Most likely a methodology kit or handbook.
- Have courage to argue for their views and to take political initiative regarding topics both within and outside their party

INDICATORS

- An increased number of green women on the lists in the countries participating in the programme (baseline will be delivered during initial phase)
- Increased rate of women being elected to parliament, local councils and public office from green parties in countries across the world.

- Number of parties that have developed policies or party documents for gender equality and women's participation
- Established networks with regular meetings for green female politicians

10.5 Type of activities

- Situation Analysis (including baseline study)
- Academies enhancing and capacitating green female politicians, developing –
 - a) skills such as public speaking, policy development, fundraising and
 - b) leadership qualities
- Workshops on topics regards gender and inequality
- Mentorship programme

10.6 Risks and Mitigation

The information of the network fails to reach women. This will be mitigated through using different channels for information.

The target group is not interested in participating in the activities. Therefore, we have planned for various activities to be offered, covering different themes.

The structures could be dysfunctional (too weak, too rigid, rely on too few persons' activity).

This can be mitigated through developing structures during a couple of years in order to enable the network to examine what works best and what should be abandoned.

Good practices will be utilized from the regional level. At the congress in 2017, the structure will be more formalized such that the structure is solid and participants are aware of how it works.

SUSTAINABILITY

As soon as some structures (local, regional federative etc.) are established and communication and exchange of information between these has been established there is a fair chance that these can be sustainable. The critical moment is in the initial stage of the programme.

10.8 Monitoring and follow-up mechanisms

Green Forum will follow up in accordance with what is described in article 12 below. A more thorough system will be defined after the first mapping phase.

11. GREEN FORUM ANTICIPATED RESULTS 2016-2018

The Green Forum overall objective for 2015 is **“to ensure that the green parties/organizations – by the end of the period – have improved their role, individual competencies, democratic culture and organizational capacities in order to become strong political actors”**

Consequently, as for the follow up on results for 2016-2018, Green Forum will assess the results based on the expected results indicated in the respective applications from the partners, summarized in the programme chapters of this application.

As for the Green Female Politicians Programme it is important to assess the results related to the respective parties as a whole? Did more women take on positions voluntarily? Did male gender barriers change? How did the women perceive the reaction from their male colleagues? Did it change the

representation? To what degree did conservative voters affect the nominations of female candidates? (The latter is a very difficult question in many countries, e.g Albania). Which strategies to enhance the role and competence of women worked out well, and which did not?

12. GREEN FORUM QUALITY CONTROL SYSTEM

12.1 Improvements during 2015

The Green Forum operational monitoring system has definitely improved during 2015. There are several reasons for this;

- 1) Being two persons working in the Green Forum office provides synergies and better possibilities to follow up results and changes.
- 2) "The ladder" has provided a joint concept, baseline and methodology for discussion with the partners. Even if the direct use and test of "The Ladder" has been with the European partners, the set-up and questions asked to ALL partners have been affected by this "new dialogue and concepts".
- 3) The increased knowledge on our partners imply that Green Forum staff can ask them for good examples others can use. (E.g. AGP's excellent strategic work with regions and local communities).
- 4) The official 6-month and 12-month report templates are used as always. However, as a complementary tool Green Forum addresses certain issues when receiving these reports, asking complementary questions, based on an increased knowledge on each actor.
- 5) Concerning the financial control system, several improvements have been done. For instance, improved reporting formats related to funds in partner accounts at the end of the year.
- 6) Green Forum is demanding more information on the total funding of partner organizations.
- 7) The push on AGF to not send funding all around Africa, but instead paying major bills from its Ouagadougou Secretariat will give some improvements. On the other hand, this might be complicated practically.
- 8) There were very few complaints from AGF auditors the last period compared to the previous one.
- 9) As for field trips, Green Forum has improved a) its ability to define key issue to follow up during the field trip and b) has been starting to match these needs with the competences of presumptive persons within the Swedish Green party.

12.2 Planning, Monitoring and Evaluation

PLANNING

Compared to the Sida application in 2012, the dialogue between Green Forum and partners on objectives, activities and risk has been on a higher level. All partners define external and internal risks and mitigations since 2014. This means that instruments have improved a lot on the planning stage. Concerning, the Latin American partners, some micro-trainings in RBM have been carried out. Nevertheless, there is still a need to continue this work.

MONITORING/FOLLOW UP

Green Forum count the following instruments being part of the Monitoring/Follow-up architecture;

Annual or Bi-Annual instruments

- Bi-Annual narrative reporting from partners, including a financial statement indicating amounts used and balances in and out.
- The narrative Annual Report is to report on results compared to previously defined indicators.
- Budget deviation templates
- The Annual Financial report shall specify how funds have been used but also funds unused.
- An annual Audit shall be carried out by the partners in accordance with instructions and agreement.
- Green Forum audit

Other parts of the Monitoring:

- **The Green Forum Board meetings (6 or 7 per year);** The cooperation with **all** partners are discussed shortly. In case of important issues, further discussions take place. A Financial report is distributed one week before all board meetings and is discussed actively at the meeting.
- **Capacity Building support trips.** Quite often the partners request competence from Green Forum or others to take part in events in various countries. In most cases, and depending on the budget situation, Green Forum tries to identify a suitable person.
- **Fact finding trips;** The reasons for these trips vary: It could be by request from partners, but is more often initiated by Green Forum itself for a specific purpose. One event is the African Green Congress, where Green Forum normally has representation.
- **Ordinary Field trips;** Green Forum has an ambition to visit partners on a regular basis. As for Europe this works well. Concerning Latin America, this has been improved with a second officer in place. As for Africa there are several field trips every year. However, given the increased number of green actors involved in Africa, this has to be looked into.
- **Partner Meetings** (including methodology workshops). These are important in many aspects. The experience from two workshops in Europe in 2015 is that a) This improved dialogue and methodology tremendously and b) This was much cheaper than visiting all the partners.
- To some degree also when there is a **natural meeting event**, like European Green Party meetings.
- **Donor Meetings** with other actors such as Westminster Foundation, GEF or Groen
- Travel/events report from the “representatives/experts” are requested by Green Forum some weeks after participants have returned from these trips.

EVALUATIONS

On the activity level all partners carry out some kind of direct evaluation related to a workshop or a campaign. As for the longer term and profound evaluations, some of the partners carry out these when they are entering a new project period. However, this depends to some degree on their financial condition. Green Forum normally carries out one or several major evaluation/-s by the end of the three-year period. Evaluations are planned for 2018. A few of the partners will be assessed during 2016, since they only will have short term agreements with Green Forum.

In 2015 Green Forum introduced a professional tender management procedure for procurement of external consultants – e.g. Evaluators. Instructions are very rigid; at least two persons should open the tenders jointly and then make individual assessments in accordance with a pre-defined assessment sheet. A two-step assessment is used; One assessing qualitative features and qualifications in accordance with the requirements announced in the official tender bid. The second step is adding on a financial grid based on a factors evolving from the quota between the cost of every consultant and the average costs (of all the consultants).

One major problem is the cost for using established ODA consultants when you have a total budget of only 5 MSEK. It is interesting comparing the GF support to CEPROCA of approx. 100 000 SEK per year. With a support for seven years, CEPROCA has managed to go from not existing to getting 3% of the national votes in the last election. Quite often ODA consultants ask for more than 100 000 SEK for just one evaluation!

12.3 Financial Control

Green Forum is hiring financial support service from the Swedish Green party office. Routines are that Green Forum staff (or chairperson) check, code and authorize the costs, and the financial support persons carry out the book keeping and also ensure listings and printouts. Authorization to sign is currently with five persons. Two signatories are requested for each payment. As for financial reporting, see chapter on monitoring above

12.4 Risks and Mitigations

Although, we have presented a number of risks defined by the partners themselves in the Programme Chapters of this application, we would like to summarize the major overall risks seen from a Green Forum perspective. **There are internal risks, seen within the organizations or parties, that are manageable and can be prevented or handled, see below. External risks are risks that arise from outside and is beyond the organization's or party's influence or control. These risks Green Forum and its partners have to predefine and mitigate in a manner that is feasible. Political risks can't be avoided, but they can be managed. Evaluation of risks takes place at every follow-up and monitoring done by Green Forum staff as a normal procedure of the project managing cycle. Risks are also presented in the bi-annual reports by partners and thus makes future risks somewhat foreseeable and can provide a view on how these can be tackled or how planned events might have to change form to adapt to the new situation.**

EXTERNAL RISKS

- **Political Risks**

Working in a political sphere, there are numerous political risks for the partner organizations and the members. These risks might be physical, psychological or institutional. The most important measure is to ensure that the partners have predefined the risks themselves and are able to assess the various developments, situations and arenas. For this purpose, partners will not only list risks when doing applications. Furthermore Green Forum are using encryption software when needed due to political risks and are implementing workshops in security measures that fit for the specific partners. **There might arise risks that are on an unacceptable level (as regards consequences) and Green Forum will take measures applicable from case-to-case. That could include changing the plans for a specific project but it might even include cancelling a project. Green Forum has a budget post for unseeable costs that might come in hand as projects have to undertake adjustments due to political risks.**

- **Extremism**

Activism under a repressive government, sometimes tend to attract some activists which operate as "extremists" putting others at risk. It is of utmost importance that the partner organizations have the measures to identify these persons and assess the situation well in advance, especially related to activities like rallies or street actions. **To mitigate and handle these risks we work on information and methods regarding non-violence and civil obedience.**

- **The Institutional capacity of the partners**

Given a high degree of young people, activist culture, high personal risk and low funding, increases the risk for key staff and volunteers to resign. There are plenty examples of key staff leaving their duties and not being replaced. All partners aim to broaden the human resource base in terms of dedicated competent persons on all levels. This risk is higher for parties/organizations being on the lower steps of the "Ladder of Political maturity" than for those that have developed as a fully-fledged organization. Most of the partners work with direct group building activities in order to bring out a "party culture". **We continuously work with the partners to build capacity to climb up in the ladder of political maturity. Also to give stable financial support to support continuity as well as to provide assistance in searching for other donors. A platform for organizational structures are also crucial.**

- **The Ideological differences, options and changes**

Frequently there are green parties as such - or their assumed representatives - that either change position, end up in rivalry or are hijacked by other political agendas. This has been and still is a problem for Green Forum. To some degree this can be improved with updated Criteria for Selection of Partners. However, the main problem is not to select a partner, but how to terminate a relation with a party/organization that has changed its position over the years or gone into a risky coalition with another party. **An important measure is to support and encourage ideological development and anchoring among the partner organizations, since strong ideological orientation can strengthen the coherence. Also to strengthening the internal democracy, cooperation and negotiation skills.**

INTERNAL RISKS

- **Lack of Human Resources**

Although 2015 has been a much better year in terms of staffing than 2014, there is still a risk that Green Forum takes on too much. This implies risk for less control, worsened decision on the office level and a high turnover of staff. In terms of Green Forum office, the work has been facilitated by a second officer, improved routines and closer contact with and knowledge concerning the partners. Concerning the partner organizations this varies quite a bit, where those being higher on the "ladder of participation" seem to be better off. See comment on external risk No 3. **Green Forum encourage its partners to have a strong organizational memory through various means such as having at least two people involved in the daily work and budget as well as a period assigned for hand-over to and introduction of new staff.**

- **Financial Control issues**

This includes both risks for embezzlement and poor management of funding. It could also include funds getting locked-up in bank accounts due to political repression measures from government. Firstly, Green Forum must ensure that the agreements with partners minimize these risks; Secondly, official financial reporting from partners should provide good information both in terms of reports, but also in terms of good documentation of receipts etc. Thirdly; Green Forum representatives undertaking field trips must focus more on financial control issues. (This does not imply that the representatives should be Auditors, but rather the elaboration of checklists and similar instruments to support the Green Forum visitors. Material for this has already been collected).

- **Financial Control and capacities**

Green Forum has to support partners to ensure that micro systems are in place to handle financial issues. This might not be subject to new recruitments, but often to change routines and improved computer programs. One issue is that computer programs and related trainings are expensive for small organizations.

- **Financial Control Events & Procurement**

There are very few purchases amongst the Green Forum partners, so the risk with procurement of equipment and articles is assumed to be small. However, there are a number of events taking place, in some cases implying hotel bookings, conference centers and similar. This is an area where actors could be able to “cut in between”. To a large degree Green Forum must have trust in the local auditors to check up on these things. However, it is important to be cautious concerning this type of costs.

- **Financial Control Transfer of funds/exchange rates**

Transferring funds to countries with repressive regimes, could imply a number of problems; Double exchange rates, Extra bank fees, locked-up accounts etc. Green Forum has to discuss with partners, what kind of problems they see. Also, to minimize the funding lying idle in risky countries, especially during the final year of a programme period, in order not to have funds being locked up when the contract end.

RISK MANAGEMENT

See 12.4 above. As from 2015, risk reporting corresponding to risk defined in the application, is part of the bi-annual reporting. This will not only provide written comments on a regular basis, but in the long run it will lead to a culture of risk management, which is far more important than any word in writing.

Finally, a close communication with partners, will facilitate a dialogue where risks are discussed more openly. This is extremely important, since at the end of the day, the partners are the ones who can best detain which risks to be found. When Green Forum representatives go for field trip to partners, they are always demanded to check up on what is normally considered being “risk areas”.

13. GREEN FORUM'S OWN DEVELOPMENT AS AN ORGANIZATION

Since 2013, Green Forum as an organization has undergone several changes. A strategy has been developed, the role of the board has been clarified, a Secretary General has been employed and new auditors have been procured in order to keep the legitimacy of the audit. Most of the instrumental monitoring architecture has been revised, introducing improved reporting templates, budget deviation formats and other follow up mechanisms. In addition, a methodology tool (“The Ladder of Political Maturity”) has been established and tested. Although not finalized, greens around the world are interested in using this method. (E.g. in October 2015 there was a skype meeting with the Green Asia-Pacific federation representatives on “the Ladder”).

During 2014-2015 Green Forum has been involved in its first GEF (Green European Foundation) projects together with the partner CDN. Green Forum is currently a respected partner within the Swedish PAO group and involved in the PYPa programme and other joint initiatives The foundation has managed to get financial support from its own green party and has increased its cooperation with internationally declined green party members around Sweden. Recently the organization has taken on the role of mobilizing other green donors in the world. A first donor group consisting of Green Forum, Westminster and Groen will have its first donor meeting late 2015.

A first face-lift of the accounting system has been carried out, but some new improvements are on their way. There will also be an update of the criteria developed concerning the selection of partners. The same goes for the “Exit strategies”. In addition, there is an urgent need to find more and diverse sources of funding internally and externally. During 2015, Green Forum initiated it's trainee programme, as a

member of the Swedish green party is placed with the Georgian Young Greens. As from 2016, there will be both outgoing and incoming trainees used between Green Forum and its partners. The bulk of the funding for the trainees is coming from ESV programs or the Swedish University system.

C. RESOURCE PLANNING AND BUDGETING

14. HUMAN RESOURCE PLANNING

The current resource planning and budget is currently based on an annual Sida support to Green Forum of 5,258 MSEK (2016) 5,3 MSEK 2017 and 5,4 MSEK (2018), which is fairly similar to the budget previous year.

As for the period 2016-2018, the organization anticipates a similar set-up as during 2015, where two persons are employed. One Secretary General with the overall responsibility of the organization and one Programme Officer with the responsibility of handling the support to Latin American partners and one more partner organization, also being part of the overall monitoring and procedures. Both persons will be involved in direct capacity building support to partners. Here we see three key areas; The continued work with the ladder, RBM workshops especially for Latin American partners and for setting up good procedures and methods for the enhancement of female politicians.

In addition to these two persons, the Green Forum Chairperson will work as a resource person on a 20% basis. There might be a trainee from partner organizations spending a few months in Sweden each year, as well as temporary new personnel inputs relating to new partners and work.

15. GREEN FORUM OVERALL BUDGET 2016-2018 (SEK)

15.1 General Budget Explanations

The current budget is based on the;

- a) applications from the various project partners and their expected demands and activities
- b) the strategic decisions taken by Green Forum board in terms of
 - i) adequate support to existing partners and
 - ii) presumptive new partners, priorities and activities.
 - iii) the central Green Forum needs required.

Regarding the assumed incomes, we have anticipated slight increases in the Sida budget for 2017 and 2018. (5,3 MSEK and 5,4 MSEK respectively)

For three of the current partners, Green Forum will only enter a one-year agreement for 2016 in order to fully assess the developments of the organizations. Consequently, the remaining funds, that could be used for a future support for these partners are right now listed under "Undistributed funds" in Program 4. This post also includes presumptive funding for new partners.

Concerning funds transferred to partner organizations it is important to underline that these funds directly distributed to partner's accounts are not the only funds directly benefitting or covering direct costs for the partner organizations. Reality is different, especially so for partners in countries where the actual support to a party is linked to political or legal problems. Very often Green Forum is directly paying

for workshops, capacity building events etc. This part of the work has increased since 2015 as Forum staff work closely with the partners in cost-efficient workshops related to the "Ladder of Political Maturity".

For 2016 there will be other, similar events, e.g related to Results Based Management training in Latin America. Green Forum would book these costs as travel costs, hotel costs etc and not as a direct transfer on account 4010 (Direct transfer to partner accounts). In the budget below, they might fall under other program costs or in some cases even under "project management" or "monitoring"

GREEN FORUM BUDGET 2016-2018

TYPE OF COST	2016	2017	2018	SUMMA (SEK)
A. INTÄKTER				
<i>Mandatfördelade Medel VO 1</i>	5 258 000	5 300 000	5 400 000	15 958 000
SUMMA INTÄKTER	5 258 000	5 300 000	5 400 000	15 958 000
B. ADMINISTR. KOSTNADER HK				
SUMMA ADMINISTRATION	1 000 000	1 000 000	1 000 000	3 000 000
C. PROGRAMKOSTNADER				
1. ÖsteuropaProgrammet				
<i>Projektledning</i>	277 000	298 400	318 000	893 400
<i>Vidareförmedlade medel</i>	600 000	580 000	540 000	1 720 000
<i>Andra programkostn. (även direkta)</i>	92 500	80 000	80 000	252 500
<i>Monitoring, Utbildning, Utvärder. Rev.</i>	38 600	15 300	20 000	48 900
SUMMA ÖSTEUROPAPROGRAMMET	1 008 100	973 700	988 000	2 969 800
2. LatinAmerikaprogrammet				
<i>Projektledning</i>	168 500	181 000	193 100	542 600
<i>Vidareförmedlade medel</i>	315 000	270 000	200 000	785 000
<i>Andra Programkostn (även direkta)</i>	80 000	80 000	80 000	240 000
<i>Monitoring, utbildning, utvärder. Rev.</i>	33 000	9 000	42 000	84 000
SUMMA LATINAMERIKAPROGRAM.	596 500	540 000	515 100	1 651 600
3. Afrikaprogrammet				
<i>Projektledning</i>	545 000	586 000	625 000	1 756 000
<i>Vidareförmedlade Medel</i>	1 323 000	1 385 000	1 450 000	4 158 000
<i>Andra Programkostn (även direkta)</i>	60 000	81 600	80 000	221 600
<i>Monitoring, utbildning, utvärder. Rev</i>	40 000	95 000	92 000	227 000

SUMMA AFRIKAPROGRAMMET	1 968 000	2 147 600	2 247 000	6 362 600
4. Kaputveckl Kvinnl. Politiker/Ofördelat				
<i>Projektledning</i>	60 000	96 000	55 000	211 000
<i>Vidareförmedlade medel</i>	100 000	175 000	60 000	335 000
<i>Andra Programkost. (även direkta)</i>	55 000	80 000	88 900	223 900
<i>Monitoring, utbildning, utvärde. Rev</i>	27 400	2 700	36 000	66 100
<i>Ofördelade Kostnader</i>	368 000	285 000	360 000	<u>1 013 000</u>
SUMMA KAP.UTVECKL KVINNL POLIT.	610 400	638 700	599 900	1 849 000
SUMMA PROGRAMMEN	4 183 000	4 300 000	4 350 000	12 833 000
D. KONTAKTSKAPANDE M.M				
<i>Summa Kontaktskapandet m m</i>	75 000	0	50 000	125 000
TOTALA KOSTNADER	5 258 000	5300 000	5400 000	15 958 000

Personalkostnaderna har fördelats enligt formeln 30-40-30 (d.v.s 30% direkt kostnad 40% indirekt kostnad och 30% administration)