



**GREEN FORUM**  
**ANNUAL SIDA APPLICATION**  
**for the**  
**BRIDGING YEAR 2015**

Green Forum  
Pustegränd 1-3  
118 20 Stockholm

## Abbreviations

<b>AGF</b>	<b>African Greens Federation</b>
<b>AGP</b>	<b>Albanian Green Party</b>
<b>CDN</b>	<b>Cooperation &amp; Development Network of Eastern Europe</b>
<b>CEMAT</b>	<b>Mesoamerican Centre for the study of Appropriate Technology</b>
<b>CEPROCA</b>	<b>The Centre for production, promotion &amp; training, Bolivia</b>
<b>CSO</b>	<b>Civil Society Organization</b>
<b>EE</b>	<b>Eastern Europe</b>
<b>EGP</b>	<b>European Green Parties (The Green group of the EU Parliament)</b>
<b>ENoPS</b>	<b>European Network of Political Foundations</b>
<b>FYEG</b>	<b>Federation of Young European Greens</b>
<b>GEF</b>	<b>Green European Foundation (PAO for the Green Group in EU)</b>
<b>GYG</b>	<b>Georgian Young Greens</b>
<b>LGBT</b>	<b>Lesbian, Gay, Bi-sexual, Transsexual (Movements, groups)</b>
<b>NGO</b>	<b>Non Governmental Organization</b>
<b>PAO</b>	<b>Politically Affiliated Organization</b>
<b>PBV-IEP</b>	<b>The Bolivian Green Party</b>
<b>PME</b>	<b>Planning, Monitoring and Evaluation</b>
<b>PWC</b>	<b>Price Waterhouse Coopers – Previous auditors of Green Forum</b>
<b>Sage</b>	<b>Accounting Software, used in AGF</b>
<b>SGY</b>	<b>Serbian Green Youth</b>
<b>WF</b>	<b>Westminster Foundation (UK). Engelsk stiftelse vilken bl.a ansvarar för PAO stödet till de Engelska gröna</b>

## **INDEX**

<b>A. ADMINISTRATIVE INFORMATION</b>	<b>4</b>
<b>B. PROGRAMME DESCRIPTION</b>	<b>5</b>
<b>1. SUMMARY PROGRAMME DESCRIPTION AND APPROACH</b>	<b>5</b>
<b>2. GREEN FORUM AND THE GREEN MOVEMENT</b>	<b>6</b>
<b>3. OVERALL CONTEXTUAL ANALYSIS</b>	<b>7</b>
<b>4. ANALYSIS OF PROBLEMS AND PARTNERS</b>	<b>8</b>
4.1 Problem Analysis	8
4.2 Analysis of prospects for the programme’s feasibility	8
4.3 Analysis of cooperation partners and programmes	9
<b>5. GOALS, OBJECTIVES AND THE STRATEGIC FRAMEWORK</b>	<b>10</b>
5.1 The Ladder of Political maturity	10
5.2 The revised Green Forum Strategy and the overall Objectives of the programme	11
5.3 Indicators	12
<b>6. GENERIC CORNERSTONES FOR SUCCESS</b>	<b>13</b>
<b>7. THE AFRICAN GREENS FEDERATION PROGRAMME</b>	<b>13</b>
<b>8. THE EASTERN EUROPE PROGRAMME</b>	<b>18</b>
<b>9. THE LATIN AMERICAN PROGRAMME</b>	<b>28</b>
<b>10. GREEN FORUM ANTICIPATED RESULTS 2015</b>	<b>34</b>
<b>11. GREEN FORUM QUALITY CONTROL SYSTEM</b>	<b>35</b>
11.1 Challenges 2015	35
11.2 Planning, Monitoring and Evaluation	36
11.3 Financial Control	37
11.4 Risks & Risk Management	37
<b>12. THE PAO’s OWN DEVELOPMENT AS AN ORGANIZATION</b>	<b>40</b>
<b>C. RESOURCE PLANNING AND BUDGETING</b>	<b>41</b>
<b>13. HUMAN RESOURCE PLANNING</b>	<b>41</b>
<b>14. GREEN FORUM OVERALL BUDGET 2015</b>	<b>42</b>

<b>Appendix 1;</b>	<b>Green Forum Statutes</b>
<b>Appendix 2;</b>	<b>Green Forum Strategy 2014-2022</b>
<b>Appendix 3;</b>	<b>“Log Frame Matrix”</b>

# A. ADMINISTRATIVE INFORMATION

## 1. Date of application

2014-11-01

## 2. Area of Activity

Area 1

## 3. Name of the Programme

Green Forum Programme 2015

## 4. Programme Period

1<sup>st</sup> January – 31<sup>st</sup> December 2015

## 5. Applicant Political PAO

Green Forum

Pustegränd 1-3 118 20 STOCKHOLM

Web site; [www.greenforum.se](http://www.greenforum.se)

Organizational Reg No; 802408-7689

Bylaws are attached in appendix xxxx.

## 6. Programme Official

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**Area of Responsibility;** All areas  
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## 7. Planned Co-operation partners

African Greens Federation AGF  
 Serbian Green Youth SGY  
 Albanian Green Party AGP  
 Georgian Young Greens GYG  
 Cooperation & Development Network of Eastern Europe (CDN)  
 CEPROCA, Bolivia  
 CEMAT, Guatemala

## 8. Description of partners and Countries/Regions

- Africa Greens Federation Programme (Partner; AGF only)	Chapter 7
- Eastern Europe Programme (Partners; SGY, AGP, GYG and CDN)	Chapter 8
- Latin American Programme (Partners; CEPROCA and CEMAT)	Chapter 9

## 9. Signature of representative authorized to sign for the PAO

Stockholm 1<sup>st</sup> November 2014

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Chris Ormalm  
 Secretary General, Green Forum

## **B. PROGRAMME DESCRIPTION**

### **1. SUMMARY PROGRAMME DESCRIPTION AND APPROACH**

The Green Forum PAO Programme for the bridging year 2015, is to be seen as a continuation of the work carried out during the previous three-year period. There are three regional programmes with support to African Greens Federation, European Partners and Latin American partners respectively. The partners are the same as during 2014.

Green Forum considers 2015 being a bridging year in all its aspects. Some of the instrumental changes developed during 2013 and 2014 are now tested in practice. There is a new Green Forum Strategy, which apart from the support to partners in the South and the East also address our future cooperation with international partners and green groups in Sweden. We have also taken steps to further team up with other international green actors in our support to partners in the south and the east. The cooperation with Westminster Foundation (UK) is one step ahead and we are in dialogue with others. The cooperation with our partner CDN (Cooperation and Development Network in Eastern Europe) has increased during 2014, implying a joint GEF (Green European Foundation) project focusing on Green movement and Civil society actors on Balkan and in Turkey and their attitudes towards EU extension.

Possibly, Green Forum and CDN might team up applying for other types of funding together in the future. Furthermore, we have increased our participation in various European Green and PAO bodies, such as EnOps, EGP and GEF.

In 2014, we have started developing an instrument to improve our assessment and follow-up mechanisms of the green Forum support to partners - "The Ladder of Political Maturity" – a five-step ladder in order to position the partners and to make a baseline and standpoint for the capacity building need of every partner. We hope to finalize this instrument during the year.

#### **THE SUPPORT TO PARTNERS 2015**

As mentioned above, the support to partner organizations 2015, is very much in line with that in 2014. In most cases the budgets are similar or increased to those previous year. The support to Georgian Young Greens have been reduced with 37%, this is mainly due to the problems working with the repressive neighbouring states in the region. The cooperation with Azerbaijan is still on, but carried out in a smaller scale, at least in economic terms.

Concerning the support to African Greens Federation, it would have been excellent if this support could have been increased, since the roll-out of the Federation in African states now has passed 25 member states and regional offices of the federation have opened in several regions. However, since the expansion has been very fast we see a need for consolidation of the organization during 2015, before developments might be stepped up again. We have a small reserve that could be used for an increase once we have ensured the consolidation improvements.

Although, a discussion regarding presumptive support to **Allianza Verde in Colombia** (since former partner CEUDE has more or less closed down), it has been decided not to take on any new partners

at the moment. Instead, Green Forum has initiated a discussion with its Advisory Board regarding the future basket of partners, post 2015. Which partners to support in the long run? Could we keep all current partners? Are there other donors ready to step in somewhere? Do we have to update our selection criteria etc. This discussion will continue during 2015.

In September 2014, we gathered all the partners – 22 persons. One aim was to discuss the period beyond 2015, spanning from 2016 to 2022, also introducing the new Green Forum strategy and “The first draft of “the Ladder of Political Maturity”. The discussions were very fruitful being a step on the way to close cooperation, but also a more joint approach to our common work.

### **THE OVERALL OBJECTIVES**

Since Green Forum has launched its new strategy, the goal and overall objectives for the cooperation with partners in the South and East have been redefined.

The new 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.*

The 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 become a strong political actor (thereby moving upwards on the Ladder of Political Maturity).*

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 become a strong political actor (thereby moving upwards on the Ladder of Political Maturity).*

Regarding the various activities carried out by partners these vary a lot, depending on

- a) where they are positioned on the “Ladder of Political Maturity” and
- b) the presumptive repression in the country.

The activities of e.g. the Albanian Green Party, being a recognized party with a proper party organization is not too different from green parties in the rest of Europe, whereas some of the partners under more repressive circumstances, have to act more like activist NGOs.

## **2. GREEN FORUM AND THE GREEN MOVEMENT**

The Green Forum Foundation was founded in 1995 and received its legal status as a foundation in 1999. 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 of nature. 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.”<sup>1</sup>

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<sup>1</sup> From Green Forum’s statutes

Since the establishment in 1995, Green Forum has supported movements in over 25 countries in Africa, Latin America, Europe and the Caucasus. Moreover Green Forum has supported Green Federations in Asia-Pacific, Africa, America and Europe and three Global Green Congresses.

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 take on several responsibilities in terms of supporting the projects in various regions. This support was very crucial during 2013 and the beginning of 2014, as Green Forum went through an organizational process of change. During part of the period, the Chairperson was more or less doubling as the operational officer of the organization.

Green Forum has had an ambition to tie the relations stronger to the various internal competencies on development issues within the Swedish Green movement. For this purpose an Advisory Board of such persons has been established in 2014.

### **3. OVERALL CONTEXTUAL ANALYSIS**

It is important to keep in mind that whereas the Red (Socialist or social democrat) and Blue (Conservative or liberal) parties/agendas have been internationally recognized for decades, even more so in the cold war era, the Green Movement is very new on the international scene. The green movement started as a political 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 ago it has now 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 rain forests, establishing mine industries as well as destroying coral reefs and animal life. Mostly this destruction is carried out without a thought on the people suffering from the effects of this havoc.

To some degree the demand for a green alternative is also subject to an increasing discontent from people around the globe of a political arena emerging from the previous, red and blue cold war, where dictators and repressive regimes formed in this era tend to stick to old ideals – at least in rhetoric.

Many people – not the least the younger ones – require a new path, agenda and attitude towards the current problems, since the old solutions seem to fail. Many of these people hold their hopes to the Green Movement, which is often considered being a new alternative on the political scene.

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 Central and Eastern Europe as well as in Africa, where the African Green Federation now can count Green parties in more than 25 countries. In Latin America, there are several upcoming green movements, one example being the increase in mandates of the Green party of Bolivia in the National elections.

There are very few European actors financially supporting Green Parties or movement in the southern hemisphere. This is partly due to lack of mechanisms and finances to support political actors as such, but also possibly to a priority supporting environmental NGOs rather than political parties.

## **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 numerous 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 – if these systems exist at all. Many of the problems faced are a consequence of power concentration, inequalities, suppression of various minorities, and a macho as well as a winner-takes-it-all culture, 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 or state owned 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 funding for political activities unless you are part of the one or two ruling parties in the country. Consequently, the support from Green Forum is often considered an institutional life line for a small green political party. As for the contextual regional problem analyses, these can be found in each programme chapter.

### **4.2 Analysis of prospects for the programme's feasibility**

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 in the national context. A role that in some cases have caused governments to clamp down on growing green actors.

The cooperation with all current partners 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 fact itself has formed a basis that has led to results as well as trust and respect between us partners. Consequently, we assess the prospects for the programme's feasibility being very high. However, being in the political sphere, we are very much aware of the fact that the more the partners improve as a green political organization, the harder the repercussions from the established political nobility will be.



### 4.3 Analysis of Cooperation partners and Programmes

As for the Green Forum cooperation partners, these can be divided into four 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.
- There are **Green Capacity Builders**, such as CDN, CEPROCA and CEMAT fostering the green thinking amongst existing 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.

The Green Forum support is divided into three regional programmes;

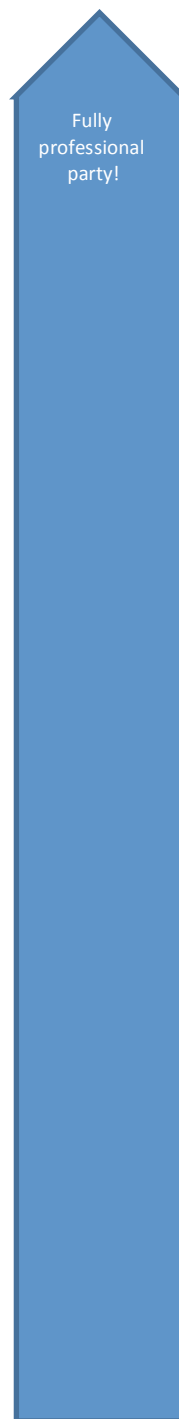
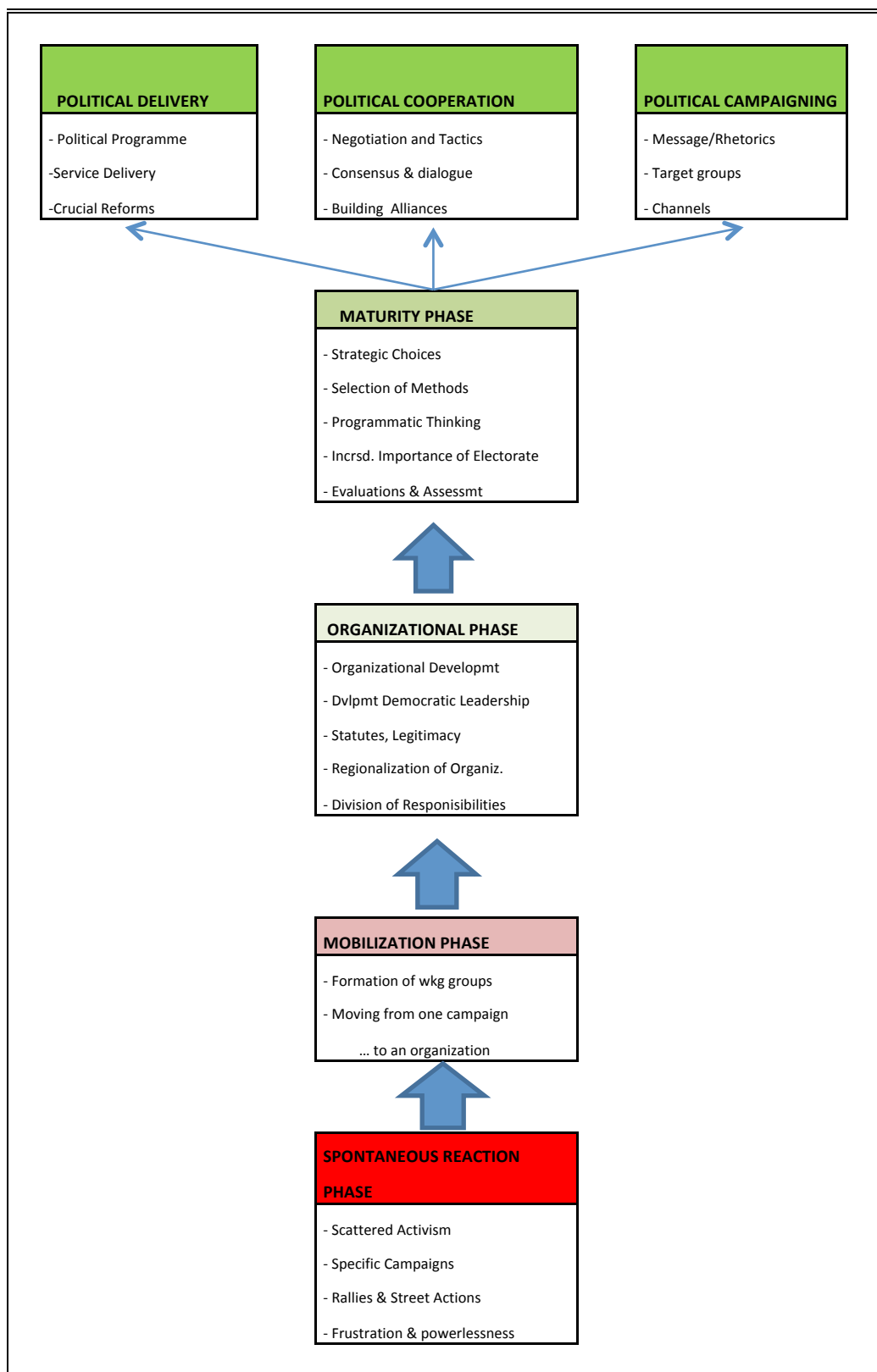
1. The Support to **African Greens Federation** is actually an indirect, support to green parties in some 20 countries in Africa. The programme is different to the two other programmes since it is supporting one federation, which redistributes funding to regional offices, each of these working with Green parties in 5-10 countries. From a management perspective the current set-up is not the best. However, with a view in the rear view mirror we can clearly see that the concept did work well in regards to its overall objectives. From a Log-frame perspective Green Forum is directly supporting the work and consolidation of AGF. Alongside there is indirect support to the AGF intension to capacitate partners in Africa.
2. Concerning the **Eastern European Programme** this includes four partner organizations, where one (Cooperation and Development Network of Eastern Europe/CDN) is a capacity building network supporting green actors all over Eastern Europe as well as Turkey. The three parties/political organizations supported in this programme are the Albanian Green Party, Serbian Green Youth and Georgian Young Greens.
3. Regarding the **Latin American Programme**, it includes the support to two organizations;
  - Centro de Produccion, Promocion y Capacitacion (CEPROCA) in Bolivia
  - Centro Mesoamericano de Estudios sobre Tecnología Apropiada (CEMAT/Foro Verde) 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 thinking

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 Ladder of Political Maturity

(First draft version)



Given different political contexts and possibilities as well as their own preconditions and internal mechanisms for development, Green actors and parties evolve in many different manners. Some are starting off as a campaign towards a single-issue phenomenon -such as a protest against a nuclear power reactor or the fight for LGBT rights - whereas others emerge from the visions of a more sustainable and democratic world. In some cases CSOs transform into political parties as they develop, in other cases they are constituted as a political party from the start. These differences make it difficult to streamline the support to a group of actors by indicating the same overall objective.

For this purpose, Green Forum has started developing a model, which forms a basis for its support to political actors being in very different stages of transformation; *“The Ladder of Political Maturity”*. (See picture on page 11).

The model aims to define five stages of transformation and what type of transformation is to be expected in each of these steps, in terms of organizational development and maturity. In 2014-2015, the five steps will be elaborated further, specifying the measures and actions to be taken, to different actors or rather arenas; Members, external audience and the organization itself. Also the repression factor and its consequences have to be accounted for. This has not been finalized yet. *“The ladder”* constitutes the methodological cornerstone in Green Forum’s support to its partners, where the ultimate ambition is to support the partners moving up the ladder until they become fully fledged green political parties.

In a micro workshop in September 2014, the ladder was tested with 22 Green Forum partners from 16 countries. Although the model had not yet been finalized, the partners agreed it served a purpose. One very interesting conclusion was expressed by partners from the European Programme, where the representatives of the six organizations realized that they were in very different stages of the ladder.

## **5.2 The revised Green Forum Strategy and Overall Objectives of the programme.**

Green Forum has recently 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 - being indicated 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 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, whereby we omit them in our log frame matrix. (For full information we refer to the Green Forum Strategy in appendix 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”.

## **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 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 become strong political actors (thereby moving upwards on the Ladder of Political Maturity). (Indirect support via proxy)**

As can be seen the two objectives are supposed to lead to the same results at the end of the day. 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)

## **COMPLEMENTARY SHORT-TERM DEVELOPMENT OBJECTIVES**

**NO 3 To ensure that the “Ladder of Political Maturity” is established as an instrument and a method in order provide the correct capacity building support for partners.**

**No 4; To carry out a Situation Analysis in order to define the position of the respective partner organization/projects on the ladder.**

The Situation Analysis will be the starting point for a dialogue between Green Forum and its partners, in order to define which support is required in order to move upwards on the ladder.

**No 5. The role of Green Forum being an efficient actor supporting the respective development process of the partners is clearly defined and recognized by the partner organization.**

It is of utmost importance that the partner organizations are – and consider themselves being – the rightful and responsible owners of their own development processes. Hence, in accordance with this there is also a need to define the role of Green Forum given this perspective.

The short-term objectives are supposed to be effected during 2015, No3 and 4 actually being a pre-requisite to the monitoring activities of the various partners.

### **5.3 Indicators**

The majority of the indicators listed in the regional chapters - and related to the respective Project Objectives - would definitely serve as indicators whether the party/organization has moved towards a higher degree of political maturity. However, once the current position of the respective partners – in line with Objective no 4 above - has been defined, there will also be a need to define which project objectives and activities to prioritize. This will definitely set the indicators for change more accurately than currently.

## **6. GENERIC CORNER STONES FOR SUCCESS**

In order to reach the objectives, Green Forum has also defined a number of corner stones for success that have to form a standpoint for the cooperation between the partners and the role of Green Forum itself. The most important of these being the common value base ensuring that the cooperation and joint ambitions are founded on commonly renowned genuine green values, in line with what has been stated in the Global Greens' Charter.

Other cornerstones relate to an openness to donor harmonization and to, when being convenient and fruitful for all actors concerned, team up with other green partner organizations.

A very important corner stone for Green Forum is that the cooperation with the partners should emphasize that there is an active approach from the partner enhancing and involving women, youth and under-represented/discriminated groups in political life of the partner party/organization.

## **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 held in April, Kampala-Uganda. AGF finally got its official registration on 29<sup>th</sup> June 2012, granted by the Government of Burkina Faso and currently has a functioning Secretariat in Ouagadougou.

AGF has over 25-30 member parties from across all different sub-regions of Africa. It has established regional federations in order to support its members properly and ensure good governance practices.

The following regional federations have been established between 2012-2014: West African Greens Federation, which has its headquarters in Niamey, Niger; Southern African Greens Federation, whose headquarters will be established in Lusaka, Zambia; North African Greens Federation, which will be headquartered in Cairo, Egypt; East African Greens Federation, which has a secretariat in Kampala, Uganda and the Central African Greens Federation, which is expected to be hosted in Kinshasa-DRC or in Ndjamena-Chad. There is also a plan to establish a regional federation in the Indian Ocean islands states, which currently has two member parties from Madagascar and Mauritius.

### **7.2 Contextual Analysis**

The political context in many of the African states is characterized by lack of democracy, muzzling of free press, restrictions on freedoms of speech, expression and political assembly. In many African countries, there are still authoritarian regimes, while in others there are total dictatorships. Africa is witnessing a new problem of leaders who do not want to respect their elected term limits. There is a growing movement of sitting presidents, attempting to change the term limits in their constitutions and allow them to become presidents for life. This is a very serious risk to democracy.

AGF therefore believe in its imperative to continue with the Democracy Building Program and the Capacity building of its members, to enable them to campaign for political reforms in the areas of democracy and environmental protection.

Most problems in African states are caused by the lack of citizens 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.

AGF target groups are always the member political parties and political movements. However, in this upcoming 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.

### **7.3 Methodology & Approach**

The regional federations will be conducting activities in the different member states. The continental Secretariat will also increase its visibility in Burkina Faso by hosting an international conference on green ideology.

AGF has been extending direct support to member countries in the past program but in this new program, this approach will change and the support will be distributed between different regional federations, with some few exceptions. This will help to ensure better accountability, transparency and verifiable concrete actions on the ground.

It will also facilitate the Continental Secretariat to easily control and manage all the activities taking place in different regions.

AGF will be supporting different projects which will be selected by the members during their regional meetings or structures. The regional structures will be responsible for selecting the activities and the beneficiary countries.

### **7.4 Objectives, Expected outcomes and Indicators**

#### **LONG-TERM OVERALL OBJECTIVES**

*Long-term Objective 1; To strengthen Green Parties democratic credentials in order to campaign for political reforms*

*Long-term Objective 2; To strengthen regional and inter-state cooperation through the regional greens federations*

*Long-term Objective 3; To assist in capacity building of member parties and enable them to actively participate in national politics*

## **PROJECT OBJECTIVES**

**Project Objective 1; *Democracy capacity building of member parties in different countries***

**Project Objective 2; *Strengthening regional and inter-state cooperation's through the regional federations***

**Project Objective 3; *Strengthen the Continental Secretariat in order to achieve an improved management of the activities carried out by the regional federations.***

## **EXPECTED RESULTS**

1. Member Parties actively participate in their national politics
2. Member parties are able to participate in the different national elections
3. Member Parties are able to influence regional politics and policy making
4. The Continental Secretariat is able to manage all the federation's activities in a good manner
5. AGF becomes more visible in Burkina Faso and in member countries

Some of these results can be hard to measure in quantitative terms. Nevertheless, as AGF is summarizing the results for 2015, it is of importance that this kind of perspective is taken care of.

## **INDICATORS**

1. National trainings and sensitization on democracy, and environmental protection are held.
2. Regional and national trainings on elections and political campaigning are held
3. The Continental Secretariat is able to make a proper monitoring and evaluation of all the Federation's activities.

AGF expects to see changes in member parties' participation. We expect more involvement through the regular regional activities conducted in different countries. This change will be a cornerstone for future programs. We also expect more ownership of the federation's activities. The federations' influence will be felt more in member countries.

## **ACTIVITIES**

AGF has submitted an activity plan showing the various activities, regions and actual month when the activity is implemented. There are six types of Capacity Building activities indicated in the scheme; a) Regional trainings on democracy & environment; b) Regional trainings on election & campaigns; c) AGF International conference on Green ideology & elections; d) Project management; e) Monitoring & Evaluation and f) Reporting.

## **7.5 Risks & Sustainability**

### **EXTERNAL RISKS**

#### ***No 1; Government Repression & Political Risks***

These types of risks are very frequent in AGF member countries; political assassinations, technical barriers, dictatorship and authoritarian regimes, wars, Coup d'états.

**Risk Mitigation;** AGF will encourage members to remain committed to the principles of non-violence and to avoid involvement in criminal or illegal activities. This will help counter many external political risks. Secondly, AGF will call for increased involvement of international communities monitoring election activities well in advance. This will diminish corruption and vote rigging.

***No 2; Lack of Media Access***

In many countries there are various restrictions on the freedoms of expression and peaceful political assembly. Media is very often state controlled.

**Risk Mitigation;**

- Donors often change goal posts and end up supporting dictatorship regimes and thus abandon the democratic principles.
- There is a big risk of un-reliable electoral systems, which are characterized by corruption and vote rigging. This makes it difficult for independent parties to win elections and get representatives in national parliaments or in the Government.

**INTERNAL RISKS*****No 1; Communication barriers, is one of the main challenges AGF faces.***

There is a number of languages spoken on the African continent including international languages such as English, French, Spanish and Portuguese. It is very difficult to get competent staff that master all those languages, and this communication gap, leads to miss-information and lack of information from both sides.

**Risk Mitigation;** AGF will counter these risks by remaining focused and consistent in its messages and actions. We believe that strengthening of regional federations will help in solving language barriers and will help members increase inter-state cooperation, which will be a key factor in overcoming challenges. The strengthening of the regional federations will help in solving language barriers, since neighbouring countries tend to share languages.

***No 2; Political risks***

Lack of employment for party member; risk of losing members as they are under threat.

**Risk Mitigation;** This type of risks are hard to foresee and even harder to tackle. AGF staff and politicians have to be cautious and updated on repressive measures going on.

***No 3; Inadequate funding for campaigns and election activities.***

**Risk Mitigation;** There are few ways to mobilize funding for elections campaigns. However, it is of utmost importance that the campaigns are rigged in a manner making them cost-efficient. Secondly , AGF will recommend green parties to take part in National Elections in order to grow, since this might provide more resources in the future.

**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.



## **7.6 Monitoring and follow up mechanisms**

AGF will 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 that will be held in different countries.

As a result of the audit recommendations 2013, AGF has already taken several steps in order to improve routines for financial control. This work will continue by abiding the financial procedural manual and involving organs like the commission of auditors on the annual basis, before inventing auditors. The AGF commission of ethics will also be free to get involved and investigate the activities of the continental secretariat, when means allow.

The staff at the secretariat and some board members will be involved in the financial control exercise and will be submitting visit reports to the federation's president and 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, we hope 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

## **7.7 Human resources**

AGF Secretariat will be composed of two key staff: Executive Secretary and Finance Officer. The Secretariat also has support staff: Security Personnel from a security company and two cleaners. The host party of AGF in Burkina Faso, pays the office rent costs. AGF only takes care of staff salaries and consumables.

The staff will collaborate with the six Regional Federations. It was agreed upon that the political party that hosts the regional secretariat also pays for office rent. AGF only pays the Salaries of the coordinators and other expenses, such as telephone, internet and other consumables or office materials.

AGF will not enter into contract with the regional coordinators, rather it's the host party who will sign contracts with the coordinators and who will supervise their daily activities. It is expected that the Regional Coordinators will be nationals from the host countries. This will help to avoid, big expenses and tax obligations as well as other expenses incurred by international staff relocation.

The Project will also have the overall Program Coordinator, who will be charged with political and technical coordination of the whole program. The Program Coordinator will have an oversight role and will support both the Regional Coordinators and the AGF Secretariat staff in Ouagadougou.

He will also be charged with processing final reports as requested by Green Forum.

It is very important to note, that this is a new phase and a new approach, which is totally different from the previous ones, where AGF just sent financial resources to member countries and waited for reports. This new approach will help in better delivery of services and will strengthen the federation.

## **8. THE EASTERN EUROPE PROGRAMME**

### **8.1 Programme Structure and Partner description**

#### **8.1.1 Programme Structure**

The Eastern Europe Programme consists of 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 this in our programmification, rather than clustering partners in order to fit the best programmatic/log frame model.

#### **8.1.2 Partner Description**

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. As for the national elections in 2013, AGP teamed up with a left wing alliance that won 84 seats in parliament. In numbers, AGP has been very small in terms of number of votes on the national level, although the party did quite well in the Elbasan region of Albania.

By the end of 2013, the party counted approximately 3000 supporters, which somehow contribute to or take part in proactive activities. (Since there is no member fee it is hard to define who is a member and who is not.) 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, partly as a result of it being so small it does not constitute a threat to the major parties of Albania.

##### ***Georgian Young Greens (GYG)***

Georgian Young Greens (GYG) was founded in 2007 and registered in September 2008. The organization was established as a youth wing of the Green Party, however, there is no such legal status as "youth wing" in Georgia. Consequently, GYG was registered as Non-governmental organization. The organization has not changed the status since then.

In 2012, after changes in Georgian legislature concerning foreign funding to Political Parties, the Georgian Greens party was unable to receive any external financial support, while NGO's were allowed to. Due to this, Georgian Young Greens inherited Green Forum regional project.

Throughout 2013, GYG was conducting activities mutually benefiting both the party and the young greens. However, in 2014 GYG divorced the party for numerous reasons:

- Structural disagreement (the democratic structure of the party is not being practiced on any level)
- Ideological (it is a Green party with relatively good ecological agenda, however often misogynist and homophobic)

- Affiliation with the party became the biggest disadvantage of GYG. Since September 2014, the two organizations do not share office space or activities.

GYG has currently some 50-60 members. The organization consists of a board of four persons. There are also four employees, including an accountant. There are two regular working groups (Sustainability and Equality) and some more thematic and campaign working groups.

Apart from working with target groups in Georgia, there has been an ambition and attempt to support green actors in Armenia and Azerbaijan. It has proven quite hard to establish green political actors in those two repressive neighbouring states. As for 2015, there is an ambition to continue this work in Azerbaijan, although in smaller scale than what was originally planned. As for Armenia there are no such intentions anymore.

### ***Serbian Green Youth (SGY)***

Serbian Green Youth is a youth, non-profit organization that promotes and develops green politics, It was established in 2003 as a part of the movement that emerged after victory against the nationalist regime that had previously caused three wars with neighboring nations and was responsible for the deep social, economic and institutional internal crisis

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.

SGY and the two green parties exchange skills and knowledge and update each other on the work carried out. As the consistency of the policies, political background and democratic structures of the two parties is under the question, SGY is not inclined to see this cooperation growing into a merge with any of the parties at the moment.

SGY is perceived as a progressive green political NGO covering a wide spectrum of topics; Democracy, human rights, social justice, environment, minorities rights, global warming, etc.

Currently SGY has approximately 30 active and around 50 passive members in the organization, most of them being students. SGY has two different gender spokes persons and many HBTQ members including main board members. The organization works through activity teams and working groups: gender, sustainable transport and green economy working groups.

### ***Community and Development Network of Eastern Europe (CDN)***

CDN is an east european transnational network focusing on young people and their (out)reach. The member/owner base of CDN consists of a large number of green actors spanning from Turkey to Russia. Apart from the legitimacy provided by these members, 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 participation. On the other hand, the ones who do raise their voice are belonging and turning to visible groups who tend to be nationalistic and patriarchal, violent and short termed. Consequently there is a need to support those young persons, wanting to take action for improvement in various fields of activity. Thus, it is the ambition of CDN to continue to support those young people and build their capacities as well as create opportunities for cross border cooperation between organizations.

CDN is sharing offices with SGY in central Belgrade, but works with partners in all Eastern Europe from Russia to Turkey

## 8.2 Contextual Analysis

### 8.2.1 Overall 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.

**A) Strengthening the authority of political regimes:** There is a lack of democracy as the positions of prime ministers/presidents have been strengthened, leaving almost all executive and decision making power in the hands of the leaders. This brings several negative consequences to already weak democracies.

**B) Polarization of societies:** The division between poor and rich has grown, due to middle class/workers being affected by new labor laws, losing jobs and raising prices. Spending on social welfare was seriously decreased leaving lots of people out of its reach. As a consequence of this gap increasing, in most of countries in EE, religious groups gained stronger influence and we see a threats on civic rights.<sup>2</sup> The Ukrainian conflict has for more than a year destabilized the whole region. There is no easy political solution, but the consequences of the conflict are life threatening

**C) Democratic freedoms:** In many countries in the region media is monopolized, heavily controlled and it is hard to escape censorship even on the internet. Freedom of assembly is limited, if it exists at all. *Freedom of movement* is a far long dream, since borders are closed or externalized by EU/Frontex. There are many needs as regards Human rights, especially prevention of discrimination against different social groups such as Roma people, the LGBT community, as well as people suffering from HIV / AIDS. The Russian model is also to be seen in the EE countries, presenting LGBT rights as western-imposed, irrelevant for this context. Besides Human Rights awareness, there is an upcoming tide of protests against environmental destruction.

**D) Environmental issues:** Due to low level of awareness, there have been several years of political decisions with irreversible damage to the environment as a result. There is a lack of respect of international environmental conventions. Aggravated pollution has listed some of the EE-countries as the most polluted in Europe. There is also destruction of flora and fauna, deforestation, non-waste management and destruction of natural resources.

**E) Economic struggles:** Almost all countries of EE have to a large extent non-competitive economies and are heavily in debt to EU, China, Arabian banks and oligarchs. Due to historical connections and contracts, trade is heavily dependent on Russia, which is affected by Russia's relations to EU, with almost no say from EE countries. More than 60% of energy in EE comes from/through Russia. People tend to migrate due to economic reasons and almost half of the countries', such as Moldova and Armenia, economy depends on remittances. In western Balkans privatizations has led to increased corruption. As regards economy people are not provided with sustainable and reliable alternatives, which demands for public participation.

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<sup>2</sup> For example there is a new abortion law in Macedonia and a marriage constitution reform in Croatia

### **8.2.2 National Contextual Analysis**

#### ***Albania***

Albania is a country that aspires to be a member of the EU, despite its problems and difficulties, which brings opportunities to move towards European integration and to consolidate the independent institutions. The adoption of an electoral law makes it difficult as a small party to get access to the political arena. There is little communication and cooperation between the governing and the opposition. As a consequence, the country often face political crises leading to major reforms not being made. This political polarization is narrowing the space for AGP and other small parties in the media. Moving ahead towards a fully democratic system requires an independent constitutional system, the strengthening of decentralization and the autonomy of the local government.

The youth today is facing high unemployment. Women are not to a sufficient extent represented in the central and local governance of the country. In many cases women are discriminated against and feel insecure.

Even though there is a significantly increased political representation of AGP at the local level it was not enough to transform AGP into a parliamentary party. The focus is therefore to continue working towards a future where AGP can raise its voice in the parliament for the problems it addresses through its political program.

#### ***Georgia***

Georgia has a fragile democratic system and semi-presidential governance where civic mobilization is extremely valuable, yet challenging. An Association Agreement with the EU was signed in the beginning of June 2014. This was a clear declaration of Georgia's further destination. One step forward to the West was controversial for pro-Russian political forces in Georgia, who has strengthened anti-EU propaganda. The current government strives to open up media, which makes Georgia an exception among the Eastern partnership states. Therefore, civic actors are granted with an easier access to press.

***Azerbaijan*** is considered to have the fastest growing economy in the Caucasus region. Nevertheless, it is led by quite a repressive government, sub-cueing many of the democratic rights in the country, with state controlled media and a high number of political prisoners. GYG has over the years tried to support green actors and movements in Azerbaijan, mainly through partner organizations. However, there are several difficulties for those organizations to carry out activities under the current regime. Still, it is in the plan of GYG to try to support some democratic events in 2014, although in a more modest way than the original intensions.

#### ***Serbia***

Consequences of the conflicts prior to 2000 are still visible and part of the reason for that lies in the fact that the ruling structures have not yet been sufficiently reformed. Instead of the democratic revolution as was expected, fifteen years later a truly democratic system is blocked by the unstable rule of law, weak institutions, vast social inequality, corruption, political populism, lack of transparency and media darkness. Serbian Green Youth is trying hard to support discriminated and marginalized groups in Serbia. Activities range from proper capacity building seminars to actions for improved public transport or the fight for LGBT rights. During the last year SGY has taken up cooperation with the Green Parties again, a relation that was some hampered by strange coalitions during the last national elections.

### 8.3 Methodology & Approach

The methodology and approach chosen by the different partners is subject to different factors. Firstly, it is very much depending on what type of results that are 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 an organization, but a mere campaign against a nuclear power station. The fifth factor is crucial to actors in Eastern Europe and 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 and options 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 guise and the measures of an activist civil society organization. The Serbian Green Youth is somewhere between these two poles, 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 GYG, 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.

Whereas, green parties often evolve from some environmental action, the current Green Forum partners in Eastern Europe have – on top of their ecological and environmental agendas - a strong and dedicated drive for human rights, not the least for those target groups that might be the hardest for the majority of the population in their respective countries to fully accept, e.g. LGBT and roma persons. One example is CDN, which in 2013 provided more capacity building events related to gender issues, LGBT, roma and ethnics rights, than those events focusing on environment. For instance, GYG defines their primary rights holders as Youth, Women and “Minority and disadvantaged groups”, whereas the duty bearers are “Young greens, Local and National governments”. SGY has a similar definition but includes Roma people as one key target group.

All four partners work with capacity building, workshops and events targeting both internal groups (members etc) and the external public (political hang-arounds), they work with organizational development as well as communication and campaign related activities.

## **8.4 Objectives, Expected results and Indicators**

### **8.4.1 Objectives and results for AGP, SGY and GYG.**

For the three political parties/movements (AGP, SGY and GYG) the common overall objective is as follows;

#### **THE OVERALL LONG-TERM OBJECTIVE 1 (Direct support)**

*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 OBJECTIVE**

The project objectives are to a large degree similar between the three political parties/movements. However, depending on where they are on the “Ladder of Political Maturity”, the needs will be different.

**Project Objective 1:** *To enhance internal capacity building measures within the party/organization in order for it to improve as a political actor ( and thereby moving upwards on the “Ladder of Political maturity”).*

**Project Objective 2:** *To test and improve forms of communication with internal and external target groups.* This includes both the improvement of new communication tools as well as how to work with direct communication forms such as roundtable seminar or narrow stakeholder circles.

**Project Objective 3:** *To strengthen the party structures on different levels in order to improve them and make them more fit when approaching the real or presumptive electorate.* This can be achieved through targeted training activities, but also through local and national conferences.

**Project Objective 4:** *To actively promote the green idea and take part in relevant debates.*

To actively take this stand implies raising not-so-easy issues for a general public - such as integration and inclusion, sustainable community and gender equality. On the other hand there is a need to take the stand for those issues as well as attracting supporters and increasing visibility in general public.

**Project Objective 5:** *To enhance the capacity of marginalized and disempowered groups to engage themselves politically.* This is firstly done by bringing discrimination into light and then to work with different target groups applying inclusive methods and policies, and finally promoting inclusion and diversity as an integral part of sustainable democratic political life.

#### **EXPECTED RESULTS**

There are a number of results expected from the Eastern European partners. The following ones are some of the most frequent.

- An improved organizational structure for sustainability and created space for political discussions.
- The representation of a greater number of youths and women in central and local leadership of the green parties, as well as in the list of candidates for the national or local elections;

- The strengthening of inner democracy through improvement of the internal and external communication channels An increased number of members and “hang-arounds” is to be expected .
- More young people being informed and participating actively in political processes.
- To gradually delegate the power from central to local structures;
- Increased civil awareness for the indispensability of green ideology as a solution of, among others, environmental, educational, human rights and health issues through printed materials and TV Spots.
- The Green parties/organizations shall be well-established organizations, known for their values and experience in youth topical education.
- The establishment of an alliance with environmental and civil factors and their involvement in the structures;

The biggest outcome would be gradually increased number of young people feeling confident about their political vision and wanting their ideas to be implemented. Young people, who have the capacity to identify resources around them and eventually develop a strategy to use them in order to have more impact on development process.

### **INDICATORS**

Increased number of party members and supporters

- Increased voters’ in parliamentary and local elections
- Increased number of youth and women in the party as well as in national and local electoral lists
- Representation of women (more than 45 %) in all party structures in centre as well in base
- Number of women active in political life through writing articles on the web or papers
- Number of website visitors
- Number of social media followers
- Increased media coverage
- Number of minority rights organizations attending green activities
- Number of new relevant cooperation partners
- Number of policy documents produced
- Number of new people joining policy debates
- Number of participants taking part in a workshop
- Number of conflicts and critique provoked by greens (leading to debates!)
- Expansion of established decision making process on the local level

### **8.4.2 Objectives and results (CDN)**

As for CDN, being an intermediate Capacity Building organization and not a party as such, 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 LONG-TERM OBJECTIVE 2 (Indirect support)**

***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).***



**Project Objective 1: Setting Green topic agenda and gathering critical mass to sustain it**

Many topics on the national level tend to stay under the rug if they do not receive international attention and support. This mostly comes for topics which need systematic solutions and as such are not attractive to governments. Activists meet problem to get media attention to appoint the problem, to reach experts and propose alternatives. Thus CDN aims to focus on providing support to its Member organizations to raise their own capacities to work on topic that are in the air, such as gender, climate and energy, urbanism.

The strategy is to;

- 1) organize international events in countries with core problems, bridge them with institutions such as European Parliament, media, with organizations and movement that already gained some expertise and experience in the field.
- 2) Second step involves cross-border cooperation on the topics through working groups, developing outputs to be at the disposal to CDN Member organizations across Eastern Europe.
- 3) This work is later on disseminated to other actors, also outside Eastern Europe

**INDICATORS**

- Number of activists and initiatives that engage in events and online work
- Number of correspondences amongst stakeholders. (Indirectly it is possible to follow raise in interests among Member organizations)
- Membership in relevant green organizations
- Quality of the capacity to sustain debate on mentioned topics after the event.

**Project Objective 2: Strengthen connections between Young Greens and other stakeholders**

CDN still sees a great need of networking on local level and mutual support of oppressed movements that developed due to severe political and social situation. This very clear objective can be followed by direct and indirect involvements of different stakeholders during the events and setting up sustainable partnerships with the local Member organizations.

**INDICATORS**

- Participants lists in various events
- Reports from CDN member organizations on future cooperation,
- Partners merging when carrying out actions or even whole movements.

**Project Objective 3: Developing procedures and platforms for education and cooperation**

CDN works mainly with young people. Consequently, fluctuation of membership is very dynamic, however often threatening to long-term aims. CDN has previously developed procedures how to capture knowledge and lessons learnt and transform these into generic organizational capacity. In 2015 there is an ambition to modernize those procedures, making them more digital (by using Moodle educational platform) and as such make them more available to the CDN Member organizations, Partners and youth activists.

## INDICATORS

- The indicators should here be divided in preparation, conduction and evaluation phase - to measure how much contribution and involvement we get during the way, how many we can create and produce and eventually how many organizations/activists use them or show interest in raising own capacities through those

## 8.5 Risks & Sustainability

### EXTERNAL RISKS

Nine 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.

***No 1; Repressive government including legal and procedural obstacles making it difficult to establish and operate as a new political party/movement.***

**Mitigation strategy;** There are different strategies in different partner countries, e.g. GYG has decided to keep the legal NGO status in order avoid procedural hustle, but keep the political work and follow ambitions until the chance to switch position whereas Albanian Green Party try to work as a political party *within* the political structure and its realities.

***No 2; Physical abuse by citizens not supporting the “green” agenda***

**Mitigation strategy;** 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 3; 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.

**Mitigation strategy;** To use more informal channels. To ensure that when you DO reach an audience, keep the messages clear and simple.

***No 4; No access to political funding since this is only going to government parties or parties with seats in parliament.***

**Mitigation strategy;** 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 party organizations in Eastern Europe.

***No 5; Lack of information when you do not have seats in parliament***

**Mitigation strategy;** In order to have a political impact, organizations either have to mobilize enormous amount of people or team up with influential, existing political actors, who do not necessarily share the same system of values as themselves.

***No 6; In the public discourse the term “green” is only related to environmental issues.***

Most countries never had Greens as any mainstream political party in history and voters are not used to giving their trust to “one issue” politics.

**Mitigation strategy;** Much of the information/dissemination work of the organizations focus on providing information on “green policies”. There are also trainings arranged by CDN in several countries to address this topic.

***No 7; As progressive youth movements it is difficult to operate within conservative social structures – often countering powerful institutions, such as the Church or various corporations.***

In most countries in Eastern Europe the progressive youth and human rights movements/parties have to operate within conservative, powerful social structures such as the Church or various corporations. Dealing with sensitive issues, such as LGBTQ rights or workers' rights makes the organizations being a target for physical or verbal abuse.

**Mitigation strategy;** Capacity building measures related to tolerance and human rights issues.

***No 8; Presumptive members afraid of signing up as a member of the party.***

**Mitigation strategy;** These groups do have a value even if they do not sign up. The persons can attend seminars and activities without signing up. If they, do and the party members are positive to them, there is a fair chance they will move closer to the party and maybe become members or at least official activists.

***No 9; For CDN being a network, the differences in languages is an issue and disparities between partners is a major problem when arranging an event.***

**Mitigation Strategy;** Many activities these days aim at strengthening inter-cultural understanding.

## INTERNAL RISKS

***No 1. 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.***

**Mitigation Strategy;** This means organization and Secretariat have to either involve someone professional, or build up the capacities of new people more intensively.

***No 2. Turnover of members (together with the organizational investment) is not sustainable .***

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

**Mitigation Strategy;** The number of team Building activities within the organizations should be increased. A more bottom-up procedure could ensure that the work is based on needs and work of activists in respected societies. It is important that a common value base is built and disseminated.

***No 3. Low awareness about the self-engagement and self-accountability, often expecting there is an authority to act.***

**Mitigation Strategy;** Main Board needs to build more proactive atmosphere. Group work exercises could open up this stigma.

***No 4. Another internal threat could be lack of energy and devotion amongst the activists.***

**Mitigation Strategy;** (See point 2 above!)

## RISK MANAGEMENT

As for the Risk Management of the four partners, their strategies converge quite a lot. Concerning the three Green parties/organizations there are generally different levels of Risk Management

Category 1; Workshops, Seminars, Capacity Building events; Normally the event leaders, with their experience assess risks when planning the event. Risks tend to relate to performance, drop-out rate and facilities.

Category 2; Activist street actions, Live public debates etc; Risks here tend to relate to a) effects and b) direct risks for confrontation. Risks are normally discussed amongst activists before action takes place.

Category 3; Risks for not achieving overall objectives or risk related to financial management; These risks are a subject to the board of the organizations, normally also with Green Forum

## **8.6 Monitoring and follow up mechanisms**

For all the partners, there is a dual layer of internal planning and monitoring.

As for the **overall strategic planning as well as the more long-term or strategic type of monitoring**, the responsibilities lie with their respective boards. In terms of the work carried out by the office and employed staff, this mostly fall under the responsibility of the Board as well.

Monthly activities are summarized as described below, but also in regular reports, often on a monthly basis, or after a major event .

Concerning the **monitoring of activities**, campaigns and capacity building events there are regular assessments, under the respective event leader, carried out, normally after the event has been terminated and with a very clear learning bias. In some cases there are specific report written after an event. As for workshops and conferences, on-line evaluation tools are used frequently.

Regarding more **long-term evaluations**, these are normally carried out by the partners as they are going into a new program period or

## **9. THE LATIN AMERICAN PROGRAMME**

### **9.1 Programme Structure and Partner Description**

#### **9.1.1 Programme Structure**

The Green Forum Latin America programme is consisting of 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 (PVB-IEP) of Bolivia, CEMAT has a more independent status, however with aspirations to evolve into a proper Green Party.

#### **9.1.2 Partner Description**

##### **CEPROCA, BOLIVIA**

*The Centre of production, promotion and training* (CEPROCA) was established in 1993. Its activities are promotion and training primarily in the social, legal and environmental area. Since 2007 it promotes organization development and training of the Green Party of Bolivia (PVB – IEP) and its supporters, to reach the objectives on a sustainable development and the preservation of the environment.

“CEPROCA”, ensures continuity in environmental training in urban centers of La Paz, Cochabamba and Santa Cruz, and will mobilize and train green leaders who can organize a social network. PVB is interested in strengthening their organizational structures, through training of urban leaders in the departments of La Paz, Cochabamba and Santa Cruz, whose political will can make the inhabitants of the regions perform political actions.

### **CEMAT, GUATEMALA**

*Mesoamerican Centre for the Study of Appropriate Technology* (CEMAT) is an independent NGO working with development and environmental issues in Guatemala and the neighbouring countries. CEMAT acquired legal status in 1977. The overall purpose of CEMAT is to achieve a political change towards equality which contributes substantially to a better quality of life for the Guatemalan population, through an active civil participation of youth, women and indigenous people who interact in the design and 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 main target groups (“focal points”) of CEMAT are 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 existing in both countries. 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.

In both countries political participation needs to be strengthened, especially on the local level. There are also numerous environmental problems to face where one current issue is Bolivia’s ambition to build a nuclear plant near the Amazonas. In Guatemala a large part of the population are 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. In both countries there is a reason and an urge for the partner organizations to act, in order to increase the political influence.

## **9.3 Methodology & Approach**

### **CEPROCA**

Since many of the local authorities, do not have the competence nor proper instructions from government how to work with environmental issues, these issues have not been made a priority among the decision makers at government, municipal and administration level.

The participation of the PVB-IEP in the 2014 elections positioned ecological discourse and democracy as two fundamental pillars in the solution of environmental problems, which shows the need for training of new leaders in order to strengthen the work begun by CEPROCA 6 years ago. The project expect that the leaders trained to date and that will continue to be trained have become, and will become, the new drivers for change that, given the power that they hold or the influence they have, can contribute to collective actions. The leaders will make endogenous and exogenous changes such as establishing an organizational structure throughout the country and a degree of organization of the social structure. One result is the vote obtained by the PVB on 12 October 2014 .

## **CEMAT**

Through training workshops, the project aim is to promote a truly democratic, pluralistic, multiethnic, equitable and sustainable political culture where the political methods of consultation, debating and civic participation are established. The through time excluded rural population, women, indigenous people and youth, will gain greater participation and influence and advocate in order to resolve their issues at local level. For them the project will provide appropriate policy instruments that can combat the prevailing coercive and violent methods and instead give way to another social, environmental, economic political life.

In Guatemala, as in Bolivia, the focus of the activities will lie on strengthening democracy and green thinking in the local communities by addressing leaders, networks, party structures and to some degree the population in general.

## **9.4 Objectives, Expected outcomes and Indicators**

### **OVERALL OBJECTIVE**

The overall objective for the Latin America Programme is the following;

***To ensure that the partners have capacitated green parties/initiatives so that 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)***

### **OBJECTIVES CEPROCA**

#### **LONG-TERM OBJECTIVE**

***To train environmental leaders of departments in the urban areas of: La Paz, Cochabamba and Santa Cruz, to strengthen the social green network in Bolivia.***

#### **PROJECT OBJECTIVES**

##### **Project Objective No 1; Capacity Building system for Indigenous and urban leaders**

To implement an educational information system for distance learning (and semi-classroom learning) which will build the capacities of indigenous and urban leaders.

##### **Project Objective No 2; Production of Booklets on Democracy**

To gather a multidisciplinary team for capacity development who will develop two booklets. One on democracy and another on Green citizenship, which will complete a series of booklets which was initiated in 2014.

##### **Project Objective No 3; Team of Environment Role-models and Leaders**

To gather a team of environmental role models and leaders who are the axis of what defines the political arena in Bolivia.

## OBJECTIVES CEMAT

### LONG-TERM OBJECTIVE

*To achieve a political change towards equality which contributes substantially to a better quality of life for the Guatemalan population.*

This shall be effected through an active civil participation of youth, women and indigenous people who interact in the design and 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.

### PROJECT OBJECTIVES

#### **Project objective 1: Strategic alliances**

To participate in the creation of a platform of electoral convergence and governance allowing to build local partnerships for a center-left coalition for elections in 2015, where the Greens have a recognized place.

#### **Project objective 2: Training and Education**

Facilitate participation by increased training of the target group and the local, departmental leaders in a process of rapid learning of instruments that will assist in the construction of local, regional and national development agendas.

#### **Project objective 3: Local and National influence:**

Maintain and increase the presence, participation and influence of members of the green organizations/networks in 8 of the 22 provinces of Guatemala through the focal points and their allies in government and institutional decision-making spaces.

**Project Objective 4: Civil Participation:** Expand the political involvement of citizen focus groups and their allies for a participatory democracy, addressing issues of the communities, so that the population has access to the decisions by governments and increases its credibility in politics as an option to elect and be elected, with ideological criteria, through 4 major subjects of training: Citizenship, State Organization and its conformation, Politics and political parties and Local power.

## EXPECTED ACTIVITIES RESULTS & INDICATORS

### CEPROCA

#### ACTIVITIES

Determine regional leaders who organize group training of environmental leaders and manages the monitoring of the work.

#### Stages of system development and operation.

1. Implement the virtual system to support the classroom and semi-classroom training
2. Recruiting and selecting the facilitators responsible for running the training.
3. Develop training modules to the replicate leaders.
4. Instruments and monitoring indicators are developed

### **Stages of implementation**

1. Registration opens
2. Trainers and training coordinator provide guidance in classroom activities, three hours 12 weeks
3. Trained develop practices in two months
4. Trainers and Trainees gather at a national meeting of leaders

### **EXPECTED RESULTS**

- The five municipalities participating have access to virtual training system
- Two handbooks are produced; “Democracy” and “Green Citizenship”
- 200 Urban and indigenous leaders are trained in environmental issues

### **INDICATORS**

- A virtual Capacity Building instrument is created
- The team for capacity building is established (Economist, Sociologist, Environm. Engineer)
- Courses, workshops and seminars are organized in both distance and semi-classroom model

### **CEMAT**

#### **ACTIVITIES**

In 2015 CEMAT will continue to build and strengthen democratic structures through their already established networks and methods; workshops, meetings, seminars, capacity building, form citizen movements to vote with open eyes. General elections will be held in 2015, therefore CEMAT will train leaders who opt for elective office at local level and expand its network among political organizations sharing the same ideology. To meet the objectives CEMAT will within this project work together with different partners such as managers of the focal points, organization members, technical trainers, consultants, partners and other leaders. If necessary new strategic partnerships will be created among local organizations and strategic institutions.

#### **EXPECTED RESULTS** (\*Focal point = green organizations/networks in 8 provinces of Guatemala)

- The target groups are directly involved through casting their vote in the general elections of 2015, especially the young people who have reached the age of majority and are eligible to vote, do that with ideological criteria.
- The focal points are playing an active role in informing the citizens in the electoral process.
- Members of the focal points are participating in the listing of candidates for election at the local level.
- Members of the network of focal points participate in and influence the decision-making at local level.
- Members of the network of focal points highlight the spaces of decision making, in line with the Green agenda of local development.
- Members of the network of the focal points have made strategic alliances for a comprehensive impact at local and national level



**INDICATORS**

- Arrangement of 28 workshops at local level for the focal points
- Arrangement of 1 regional meeting relating to the political analysis with the focal points, focused on the electoral process of 2015
- 14 members of the focal points are taking part in the list of candidates in the elections at local level
- The update of 7 local environmental minimal agendas of development, with an approach of the green agenda

**9.5 Risks & Sustainability****CEPROCA****SUSTAINABILITY**

The project is sustainable to the extent that after the experience the trained replicate leaders carry out the training project as a line of work in their respective regions.

**EXTERNAL RISKS**

The risk of a lack of internet access for leaders to be trained in the methodology of virtual support, could reduce the number of trainees.

There is a risk that possible national and regional conflicts may prevent compliance calendar

**CEMAT****SUSTAINABILITY**

As regards sustainability, the network and its focal points, which are legally formed organizations, generates a more long-term existence. The greatest challenge is to have a small budget but still reach the targets. A lot of the work is made by volunteers and to a large extent non-paid members.

**EXTERNAL RISKS**

- Right-wing groups in alliance with the government criminalize, persecute and repress civil society movements who are working for Human rights.
- Participation in elections has become dangerous. In the previous election of 2011 many candidates were killed and organized crime has now a place in politics through large monetary investments in political campaigns.

**CEPROCA & CEMAT****INTERNAL RISKS**

- Internal conflicts between members can weaken the organization
- Lack of economic resources
- Absence of facilitators and / or trainers for reasons unrelated to the project

## 9.6 Monitoring and follow up mechanisms

### CEPROCA

After the trainings there will be six monitoring reports on performance and participation during the trainings. The trainers also have the task to follow up the work in focus groups and through written formats. As for the more long-term results, these are not possible to follow up during 2015, possibly by the end of 2016, when an assessment of the actions taken by the leaders after the training can be carried out.

### CEMAT

#### Compliance Control

- Visits of the projects to monitor and evaluate the progress
- Maintain an ongoing communication with focal points and managers of focal points to know about the progress.
- To accompany and give advice to gain a better execution of activities and attain the objectives.

#### Internal control and system of information:

- In the beginning of the year monitoring plans and work plans will be given.
- The content of the workshops will be revised.
- Status reports will be requested from focal points.
- Planning of any assessment or evaluation during 2015?

## 10. GREEN FORUM ANTICIPATED RESULTS 2015

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”***

As mentioned above, Green Forum has started elaborating on an instrument called *“the Ladder of Political Maturity”* (See picture page 10). The intention is to be able to assess in which stage the organization is positioned on a five step scale, thereby providing a baseline for assessing the results after a programme period.

The anticipated results for 2015, is to assess the changes for the partner organizations in line with their objectives and originating from the baselines provided by the assessment made in accordance with the “ladder”. It is expected that the results will differ quite a lot between the organizations.

An activist partner organization (being on the lower steps of the ladder) might have to focus on making single-issue activist joining a political party. Meanwhile, the Albanian Green Party, being an established well-run party, with decentralized regional and local structures and proper strategies, might move from a baseline being higher on the ladder, possibly improving their existing dissemination work.

Given a) the different circumstances of the partners and b) the fact that the instrument of assessment (ladder) is still under development, Green Forum does not expect to be able to consolidate all the results into one, by the end of the year. The common nominator shall be “The partner organization shall move upwards on the ladder, from the baseline where they started!”

Consequently, as for the follow up on results for 2015, Green Forum will assess the results based on the expected results indicated in the respective applications from the partners, also summarized in the programme chapters of this application.

## **11. GREEN FORUM QUALITY CONTROL SYSTEM**

### **11.1 Challenges 2015**

Green Forum actually considers 2015 being a “bridging year”, not only in terms of a Sida one-year financial contribution, but also in many other aspects. The introduction of the new strategy and the “Ladder of Political Maturity” will provide new dimensions and a better point of departure for a more long-term support to partners during the period 2016-2018. The partner meeting held in September 2014 paved way for this in many aspects. The organizational and instrumental developments will improve the capacity of Green Forum to follow up on activities.

One of the main challenges for Green Forum during the “bridging year” of 2015 will be how to exert financial control and to moderate its activities in an organization like *African Greens Federation (AGF)* expanding in terms of countries, activities and parties involved. The roll-out of green party structures amongst African countries might be a success story seen from an operational and green perspective. Nevertheless, given the modest financial amounts to be transferred from Green Forum and African Greens Federations to six regional AGF structures and in some cases even further – reaching the actual establishment of green national parties on the African continent - this implies several questions to handle.

The PWC Audit report regarding AGF activities for the year 2013, left a number of questions unanswered. Although, there was no suspicion of fraud or embezzlement within AGF, it shows an organization that has been growing too fast for its own financial control mechanisms. Consequently, a vast number of measures have been taken by Green Forum during 2014 in order to take on this hard task. These were presented to Sida in an updated Management Response to the PWC Audit report on AGF, submitted 30<sup>th</sup> September 2014.

One major issue in order to gain full financial control is to limit the financial transactions from the AGF central office in Burkina Faso to the six regional offices only! During 2015, Green Forum will not finance any activity being on the national level, implying that if e.g. a capacity building workshop is carried out in the country x, the financial and operational management of this workshop will be under the wings of the African Greens Federation **regional** office, not under the national green party.

## **11.2 Planning, Monitoring and Evaluation (PME)**

### **PLANNING**

Concerning the long-term planning with the partner organizations, for the period beyond 2015, this process has started during 2014.

**STEP 1;** The Launch of the new Green Forum Strategy as well as a first draft version of the “Ladder of Political Maturity” which were both finalized in the summer of 2014 are to be seen as part of the new model for partner cooperation.

**STEP 2;** On September 8-10<sup>th</sup> 2014 twenty two of the Green Forum partners met in Stockholm. One of the main reasons was to discuss future co-operation until 2022 and how it would possibly fall out. Before the partner meeting, a questionnaire relating to both the short term perspective (2015) and the long term one (2022), was sent out to partners to be submitted before the meeting. Although the long-term discussions have not been finalized, there are good indications the continuation will fall out nicely during 2015.

**STEP 3;** The Current Sida Application is a one-year step ahead in order to align to future challenges coming up, both for Green Forum and its partners. Apart from the application template – following standard application formats including a log frame. As per now, applications have been received from all eight partners.

**STEP 4;** At the Green Forum advisory board’s meeting the application was discussed and comments on concentration of fewer projects, regional developments of the green movement as well as the process next year on how to prepare the up-coming three year application, were collected.

**STEP 5;** Submittal of Sida application for 2015 November 1<sup>st</sup> 2014.

**STEP 6;** Will be signing agreements with co-operation partners. The Agreements include various templates and instructions.

### **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 amount used and balances in and out.
- The narrative Annual Report is to report on results compared to previously defined indicators.
- The Annual Financial report shall specify how funds have been used but also funds unused. In the case of 2014, unused funds are to be reported back.
- An annual Audit shall be carried out by the partners in accordance with instructions/Agreement.
- Green Forum Audit

### **Other parts of the Monitoring architecture;**

- The Green Forum **Board meetings**; 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 the 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 will be 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** these are taking place either in Sweden or in the partner country/region.

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 carries out some kind of direct evaluation related to a workshop or a campaign. As for the more long 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 2015.

### **11.3 Financial Control**

Green Forum is hiring Financial Support service from the Green party office. Routines are that;  
- Green Forum Staff (or Chair person) check, code and authorize the costs, and the Financial Support persons carry out the book keeping and also ensure listings and print outs.

Authorization to sign is currently with five persons. Two signatoores are requested for each payment. As for Financial Reporting, see “Monitoring” chapter above

### **11.4 Risks and Risk Management**

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.

## **EXTERNAL RISKS**

***No 1; 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.***

**Mitigation Strategy;** 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. As from 2015, this will be part of the bi-annual reporting. This will not only provide written comments, but in the long run it will foster a culture of Risk management.

***No 2; Extreme Activists ; Activism under a repressive government, sometimes tend to attract some activists which operate as “extremists” putting others at risk.***

**Mitigation Strategy;** It is of utmost importance that the partner organizations has the measures to identify these persons and assess the situation well in advance, especially related to activities like rallies or street actions.

***No 3; 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.***

**Mitigation Strategy;** 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 foster a “party culture” (*Political Party that is !!!*)

***No 4; 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 hi-jacked by other political agendas.***

**Mitigation strategy;** 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.

## **INTERNAL RISKS**

***No 1; Lack of Human Resources; This is by far the most omni-frequent risk for Green Forum. Green Forum is currently understaffed and so are many of its partners. This implies risk for less control, worsened decision on the office level (not the decisions taken by the board) and a high turnover of staff.***

**Mitigation strategy;** In terms of Green Forum office, there is an ambition to get a second officer in place during 2015. 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.

***No 2; 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.***

**Mitigation strategy:** 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)

***No 3; Financial Control and capacities; The roll out of AGF on the African continent, showed this weakness clearly, since the regional (and central) offices were understaffed to be able to ensure all routines for financial control.***

**Mitigation Strategy:** 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 changed routines and improved computer programs.

***No 4; 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”.***

**Mitigation strategy:** 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.

***No 5; 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.***

**Mitigation strategy:** To discuss with partners, what kind of problems they see. Also, to minimize the funding laying idle in risky countries, especially during the final year of a programme period, in order not to have funds being locked up when the Sida contract finishes. Already in 2014, Green Forum has asked partner organization to assess whether they expect any cash balance as per 31<sup>st</sup> December 2014. Previously, the second transfer for 2014 to one of the partner organizations was divided into two halves, since there was a risk of underutilization of funds before the end of the year, leaving a balance locked-up in the country in the beginning of 2015.

## **RISK MANAGEMENT**

As from 2015, risk reporting corresponding to risk defined in the application, will be part of the bi-annual reporting. This will not only provide written comments, but in the long run it will foster a culture of Risk Management, which is far more important than any word in writing.

As Green Forum is elaborating further instructions regarding controls when going for field trips, risk management aspects shall be included.

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.

## **12. THE PAO'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 and a Secretary General has been employed. Most of the instrumental monitoring architecture has been revised, introducing proper reporting templates, budget deviation formats and other follow up mechanisms.

However, there are still several improvements to be made. As from 2014, the accounting system will have a face-lift. The system has to be better geared to separate activities financed by different donors and funding facilities.

There will also be an update of the criteria for the selection of partners developed. As mentioned above the Ladder of Political Maturity is to be further elaborated.

Green Forum has started exploring forms for how to activate more of the green party members in Sweden in the actual support to partners in the south and east. For this purpose a special meeting will be held during the Green Party "Local Government Days" in Karlstad in November 2014. There is also an ambition to liaise more with other international green actors in common projects and activities. Consequently, the organization has initiated discussions with other Green actors/donors such as Heinrich Böll Stiftung (DE) and Westminster Foundation (UK). The latter has resulted in an initial funding from WF to African Greens in East Africa, seen as a start off for a more long-term engagement. Discussions on presumptive cooperation with Bureau de Helling Stiftung – Green Forum's Dutch sister organization – was initiated at a GEF-meeting September 2014. Another meeting with the Dutch is planned in November 2014.

In addition, there is an urgent need to find more and diverse sources of funding internally and externally. All these areas are of utmost importance, but are not possible to achieve with a single staff office, whereby the employment of a second officer is crucial.



## C. RESOURCE PLANNING AND BUDGETING

### **13. HUMAN RESOURCE PLANNING**

The current Resource planning and budget is currently based on an annual Sida support to Green Forum of 5,2 MSEK, which is slightly more than the budget previous year.

As for the budget year 2015 Green Forum will have eight partner organizations. Given the AGF regional offices which are receiving funds through AGF secretariat I Burkina Faso, there are 13 or 14 recipients of Green Forum funding. The organization is very much aware of the fact that this is not really a suitable basket for an organization with a budget less than 6 MSEK. Nevertheless, with a one-year bridging period during 2015 and considering the long-term support provided to partners, any exit strategy has to be undertaken with grace, respect and finesse.

In addition, Green Forum has during 2013 and 2014, gone through several changes and also developed a new Strategy, new follow up mechanisms and elaboration for a tool in order to assess and define what kind of support each partner require. There will be a need for staff introducing these changes and also carrying out the work. So far the Human Resources have consisted of one officer (since April 2014 being the Secretary General) and a Chair Person working part time. Occasional staff has been taken in, mainly to fill the gaps between leaving officers and the newly recruited staff.

It is quite obvious that there is a definite need for a second person in office from a resource perspective, but also to meet some competence and language requirements, especially providing support to Latin American partners organizations and to carry out the follow up on their work. The new officer will also be a back-up for the Secretary General in terms of elaborating documents in Spanish, and shall be able to carry out some general office activities.

Possibly, the person will be responsible for the Green Forum involvement in one of the PAO Activity II projects, where the organization is a partner. As for the budget year 2015, Green Forum plans for the following human resources;

- Secretary General (Full time)
- Programme Officer, Latin American programme ( and other issues defined later) (Full time)
- Chair person proactive involvement, part of the time being a resource person for Partners (20%)

In addition, there will be an ambition to take on a trainee, nationally or internationally, for a number of months.

Both officers – the Secretary General and the Programme Officer - will be actively involved in both the project management and the actual capacity building support to the partners – the latter being a direct request from most of the partners.

#### 14. GREEN FORUM OVERALL BUDGET 2015 (SEK)

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 and
- c) the central needs required.

<b>TYPE OF COST</b>	<b>AFRICAN GREEN FEDER. PROGR.</b>	<b>EUROPEAN PROGRAMME</b>	<b>LATIN AMERICA PROGRAMME</b>	<b>TOTAL</b>
<b><i>DIRECT COSTS</i></b>				
Direct Project Cost transferred to Partners	1 500 000	900 000	300 000	<b>2 700 000 SEK</b>
Fact Finding Trips, Partner Meetings and similar	180 000	87 000	65 500	<b>332 500 SEK</b>
Other Direct Costs	225 000	180 000	70 000	<b>475 000 SEK</b>
<b>TOTAL DIRECT COSTS</b>	<b>1 905 000</b>	<b>1 167 000</b>	<b>435 500</b>	<b>3 507 500 SEK</b>
<b><i>INDIRECT COSTS</i></b>				
Indirect partner cost; Audit, Evaluation, Translation				<b>215 000 SEK</b>
Other indirect cost (Mainly staff costs)				<b>603 500 SEK</b>
<b>TOTAL INDIRECT COSTS</b>				<b>618 500 SEK</b>
<b>ADMINISTRATION COST</b>				
Audit cost & Financial Management				<b>170 000 SEK</b>
Green Forum Board & Office Costs				<b>288 300 SEK</b>
Other costs (Mainly Staff costs)				<b>474 000 SEK</b>
<b>TOTAL ADMINISTRATION COST</b>				<b>932 300 SEK</b>
<b>TOTAL GREEN FORUM COST 2015</b>				<b>5 258 300 SEK</b>

Concerning the cost for Green Forum Staff, these have been redistributed over all three levels in accordance with the formula 30-40-30%,