

## Strategic plan 2016-2022

The strategic plan of Green Forum identifies our way forward over the period 2016-2022 for the operation to steer towards the foundation's overall vision and goals. The strategic plan, is supplemented by annual operation plans. The targets are revised in the middle of the period.

### Situational analysis

We live in a world where poverty decreases and forms of government generally become increasingly democratic. The biggest threat to this positive development is that environmental destruction and global extraction from the finite resources are increasing, as more people are better off. The global green movement has its origins in the knowledge that this over-exploitation is devastating for future generations and human impact must be reduced for ecological systems to regain balance. In our analysis is a prevailing patriarchal norm one of the strongest reasons for why a necessary structural change is difficult to achieve.

Even if democracy is getting stronger support from around the world we see, especially in our nearby area, growing threats towards this trend. In Russia repression against dissidents and the lack of respect for human rights is the reality. Nationalist movements throughout Europe questions democratic principles such as everyone's equal value. At the same time is the tendency amongst the majority of the people leaning towards more tolerance and less xenophobia.

An aspiration for strengthened democracy that followed the Arab Spring has in many locations led to disappointments. Egypt has seen one military regime replaced by another. Initially positive developments in Libya and Algeria have been turned into new flared up internal strives. The regime's response to the protests in Syria has created a civil war. The conflict risks to destabilize the entire region.

Africa sees a rapid change towards greater welfare developed at the same time as violent internal conflicts in some countries as well as failed states. Climate change affects in many cases, African countries worse than others. The legacy of the liberation struggles against colonial powers still plays a role in several countries for their possibility of developing democracy and the respect for human rights.

In Latin America, military dictatorships have been replaced by democratically elected parliaments though democratic structures are not yet stable in many countries. Social divergences are in some of these countries among the highest in the world. Deforestation is an example showing that issues concerning environment and ecological systems in balance are far down on the political priority lists.

### Green Forum Vision

Our vision is people having the power to create sustainable democratic societies operating within the limits set by the ecosystems.

### What we are to do

## *1 Overall objective: That there is a strong well-organized party in each country.*

Interim targets for the period:

### **1 The "ladder of Political Maturity" is established as a method for capacity development**

Based on the "Ladder of participation" which is used by many NGOs to assess the development level of an organization, we use a "ladder of political maturity" to analyze where on the ladder our partners are situated.

### **2 A situation analysis of where on the ladder each of the projects are located is completed**

The situation analysis is the basis for a dialogue with partners about the milestones they identify in order to advance in their development and how Green Forum best can support the organizations to achieve these goals.

### **3 Partners are evolving towards stable green parties**

A continuous monitoring and close dialogue ensures that deviations are corrected early in the process.

### **4 Green Forum's role to in a most efficient way support development partners is clear and mutually anchored**

The local ownership of the development process is central to Green Forum's work. For our partners to benefit from the support we can give in a most effective way, the assumptions and expectations are clear and well anchored.

## *2 Overall objective: The existence of vigorous network of green actors worldwide.*

Interim targets for the period:

### **1 Routines are established for annual meetings within the Green Federations where GF has projects.**

Since 2012, the Green Forum projects are gathered in programmes based on the continental green federations. These federations meetings are important opportunities for knowledge exchange both between the national parties in the respective federation and between the federation and the Green Forum. We will work to establish a routine where we meet each federation annually, to draw up experiences of past efforts and how the Green Forum in a most efficient way can support the green movement's development.

### **2 Green Forum's capacity development support is coordinated with other green organizations with the same orientation**

Green organizations in other European countries facilitate similar development aid as Green Forum. These various efforts are most effective when they are coordinated, a coordination that is also in line

with the Paris Agenda. For best coordination, Green Forum actively works to create a close dialogue between these actors. Green European Foundation may serve as a forum for this dialogue.

### **3 A (mutual) trainee exchanges between GF and partner organizations is established**

The knowledge among the Swedish Green Party members on how the green movement is growing worldwide needs improvement. Opportunities for members of our partner organizations to get to know the Swedish Green Party and Green Forums work internationally creates greater mutual understanding and contribute to lively discussions on green issues within the movement. One way to accomplish this is through a trainee exchange. This will be established during the strategy period.

### **4 GF has the capacity to be partners in projects where other organizations with links to the Green Party are the principals.**

Many members of the Swedish Green Party is involved in various humanitarian projects. In cases where there are mutual gains having GF as a, GF is positive about this cooperation. GF shall also have the capacity for shorter activities required by international developments.

## *3 Overall objective: There are well-established systems of knowledge and experience sharing between Green Forum and partners.*

Interim targets for the period:

### **1 GF and partners have shared a situation analysis and medium-term vision**

A project in written form where both GF as well as partners write an honest chapter on where we are right now in our work and where we want to be in about four years. The project is made in 2016 and 2020 where the same questions are asked and part two will be a form of monitoring. What went well, what could we have done differently? The texts are collected into a publication that is published on the web, possibly as a book.

### **2 Projects have been implemented to strengthen the exchange of experience in global green network for young people and green feminism.**

In most countries where Sweden takes out development cooperation work the majority of the population are young. While they are their countries' future these young people often face barriers to become politically active and to make their voice heard. Women often have a subordinate role in the political context, while research and experience shows that aid targeted at women generally provides more effect than if men are in charge of the funds. In the efforts to give women greater power green feminism shows how this is closely linked to issues of sustainable development. Green Forum gives priority to youth and women in all activities, and particularly supports global green networks that are in line with these for us fundamental principles.

### **3 GF has carried out projects together with the Global Greens in order to strengthen its role**

The global partnership Global Greens coordinates and supports the development of the green movement internationally. More resources to the Global Greens create opportunities to make the green movement more visible. It also provides greater opportunities for frequent exchange of experiences between different member parties. During the period GF must therefore actively work for projects together with the Global Greens in order to strengthen its role.

#### **4 A continuous conversation between GF and partners around green ideology and green politics is established**

A perspective based on ecological systems is still a new one within politics. The discussion about whether there is something like a green ideology, what that includes, as well as how the green aspects of current issues can be formulated is ongoing within and between green parties. Green Forum wants to be an active participant in these talks. To deepen the green movement's identity strengthens opportunities to develop. Green Forum shall therefore during this period seek to establish continuous and structured forms for a conversation about green ideology and green policies between our partners and the various stakeholders in the green movement. In order to achieve many of these goals, we need collaboration with Cogito, the think-tank of the Swedish Green Party.

#### *4 Overall Objective: That the Swedish public have good knowledge of the global green movement.*

Interim targets for the period:

##### **1 GF has established a moderated blog where both GF representatives and our partners have an ongoing debate on international development issues**

The awareness of the fact that today there are green parties in all corners of the world, needs to increase among Swedish Green Party members. That the green movement not only exists in Europe but also is a global phenomenon reinforces the identity and motivation to work for green issues. Through well-informed members we reach out to a wider public with knowledge of the green movement. The node for this ambition shall during the period be a blog where members of the board, the Secretary-General, members of GFs advisory board, our partners, and other invited commentators continually shares green perspectives on international development issues.

##### **2 GF is a recognized voice on development issues in the public Swedish debate**

The green voice can be strengthened in the Swedish public debate on international development issues. Representatives of Green Forum will therefore actively participate in the mass media debate forums and other contexts where these issues are discussed. Initiatives are coordinated mainly with the parliamentary group for environment and international issues. A special routine for how the posts are anchored in Green Forum is brought into the foundation's rules of procedure.

##### **3 All members of the Swedish Green Party have good knowledge of Green Forum and its activities.**

Fundamental for the opportunities to reach out to a wide audience about the green movement is that party members are aware of and committed to Green Forum. Awareness-raising activities are planned through a network of contacts built up locally during the program period.

[How we work](#)

Fundamental to our way of working is that the partners themselves own the development processes. Green Forum supports, but we do not run the project, we do not have our own staff employed in the field. Women and youth are the ones who will bear the changes into the future, which is why our focus are on these groups. The value-based framework of our activities is the Global Greens Charter and the founding principles of the Swedish Green Party as expressed in the party's statutes.

In our collaborative projects, we depart from a "ladder of Political Maturity" (see Appendix) as an interpretative framework and methodology base. At the same time, we are constantly updated on methodology developments, especially in dialogue with Sida and other PAOs. Our situation analysis is based on our partners' analyzes and complemented with research in the area and experiences from authorities and organizations active in the areas where we have projects. We are actively seeking contact with embassies where our projects are located.

In order to optimize support to a growing global green movement and the establishment of strong democratic structures, we seek cooperation and coordination with other organizations that are, like us, engaged in development projects directed towards democracy agents and green organizations around the world.

Our activities should be transparent as far as possible. Operational plans, reports and situation analyzes are presented on our website. The exception is projects where our partner's safety or the outcome of the projects could be in danger due to openness. For internal communication to function, all representing Green Forum is responsible for following procedures aimed at spreading knowledge within the organization on various developmental processes.

### Green Forum's governance structure

The governance structure's foundation is the foundation's statutes supplemented by internal rules, which govern the roles and mandates of the board, President, Secretary General and other persons that formally represent the foundation. The strategic plan points out the direction and choices for activities in the upcoming six-year period. Goals and objectives provide implications for the broader financing, as well as staffing for monitoring and control. How these issues are dealt with is outlined in the annual operational plans.

In addition to these regulatory documents the Green Forum governance structure is consolidated in:

- Anti-Corruption Policy (approved)
- Work Environment Policy (approved)
- IT policies (in preparation)
- Environmental policy and the associated Environmental Impact Assessment (resolved)
- Selection criteria for new partners (in preparation)
- Communication policy (in preparation)
- Strategy for a wider Green party (in preparation)
- Code of conduct (in preparation)