



Organizational Performance Review of the Norwegian ForUM for Environment and Development (ForUM)

Norwegian Agency for Development Cooperation

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**Organizational Performance Review of the Norwegian ForUM for
Environment and Development (ForUM)**

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1. Summary

The main purpose of this review has been to assess to what extent ForUM is capable of achieving results in accordance with agreed goals, in line with the guidelines for Norad's grant scheme and in conformity with Norwegian policy and guiding principles for development cooperation. The team has addressed ForUM's relevance and what added value ForUM brings – for its members and for relevant national and international stakeholders, for politicians and decision-makers, as a network for member organisations and as contributors to public debates. The review has also assessed ForUM's financial management and control. The review has drawn conclusions regarding ForUM's added value, suitability and ability to deliver desired results.

Main conclusions:

- The member organisations are clear that ForUM provides important and good services and that ForUM provides added value for their own work.
- ForUM's Secretariat is regarded to be competent, flexible and service minded, very informative about emerging issues and very helpful on policy interventions.
- ForUM's credibility and support in the Norwegian civil society is a strength.
- ForUM is appreciated by the Ministry of Foreign Affairs. ForUM is seen as an important coordinating and facilitating unit between several Norwegian NGOs and the government.
- ForUM's role as think tank would be appreciated, although it is not quite clear what the members and the Ministry of Foreign Affairs expects from such a think tank.
- ForUM's representatives in Norwegian delegations are competent and professional. The contacts with ForUM before, under and after international meetings are useful for checking out political issues with a large number of NGOs.
- ForUM functions well with its current structure and mandate.
- The reporting system is good and transparent.

Dilemmas

When public stakeholders were interviewed for this review, several expressed the need for a stronger ForUM in public debates. But a more visible ForUM is not favored by the members. There may be a conflict of interest between what the members want on the one side and what public and governmental institutions expect from ForUM.

The annual allocation from Norad over the current funding scheme (2006 -2010) is fixed. Most of ForUM's funding is tied up in salary expenses and administrative costs such as office rent, stationary etc. Administrative expenses are increasing each year due to inflation and price/ salary increases, which means that whatever is available for ForUM's thematic work and other core activities is steadily reduced. The fact that resources are spread out over many activities adds to the problem. Decreasing financial resources for core activities is a "straitjacket" for ForUM and may ultimately have consequences for the organisation's performance.

Main recommendations:

For Norad and ForUM:

- The team is positive about further funding of ForUM via a new frame agreement between Norad and ForUM.
- According to ForUM's strategy and long-term framework plan for 2010-2013, the funding needs for 2010 onwards have increased. This should be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- ForUM's administrative expenses are increasing, which leaves less for ForUM's thematic work and other core activities. This should also be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- According to the Secretariat, collaboration with the global South and also work on foreign aid reform suffers from today's limited funding. This should also be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- The statement in Norad's grant letter from 2006 that "... *There is increasing recognition in different parts of Norad that we should use the arenas and meeting places provided by ForUM more actively...*" requires that Norad and ForUM discuss how this can be achieved.

For ForUM:

- As envisaged in the strategy for 2010 – 2013, ForUM should continue its work with an indicator system.
- ForUM should define more precisely what it means by being a think tank and its ambitions to be so. The members may expect one thing whilst Norad and the Ministries may expect something else. ForUM should try to balance various stakeholders' expectations and needs, i.e. members, Ministries and politicians.
- Limited and decreasing funding for core activities may become acute with time. Unless extra funding is made available in the near future, ForUM must consider if it should concentrate on

fewer thematic areas and working groups, whereby sufficient critical mass of secretarial expertise and capacity may be available. This alternative should be discussed in ForUM's Secretariat and the Board.

- ForUM's tertiary reports to the Board contain much detailed and important information, also about outstanding issues. Some of this should be included in the annual reports, for the members to get a better overview of achievements and outstanding challenges.

2. Background and purpose of the review.

Norad is currently funding The Norwegian Forum for Environment and Development (ForUM) over a frame agreement, which initially covered the years 2006 -2009, but which has been extended for 2010. Norad is considering entering into a new long-term agreement with ForUM from 2011, but has requested a review, which will provide a contribution to Norad's assessment of funding of ForUM. See Terms of Reference, Appendix 1.

The review team has been comprised of one external consultant (Thor S. Larsen from UMB/ Noragric) and two Norad staff members (Vigdis Halvorsen and Nina Mosseby.) The external consultant is the team leader, and thus responsible for the delivery of the final report. The review is a combination of a desk-study of available literature and documents and interviews, all done in Norway. See Methodology.

The main purpose of the review has been to assess to what extent ForUM is capable of achieving results in accordance with agreed goals¹, in line with the guidelines for Norad's grant scheme and in conformity with Norwegian policy and guiding principles for development cooperation. The team has addressed ForUM's relevance and what added value ForUM brings – for its members and for relevant national and international stakeholders, for politicians and decision-makers, as a network for member organisations and as contributors to public debates. The review has assessed ForUM's financial management and control. The review has drawn conclusions regarding ForUM's added value, suitability and ability to deliver desired results. The review has addressed possible areas of improvement and possible alternatives to ForUM.² Finally, the team has presented some recommendations to be considered by ForUM and Norad.

The team has not reviewed any development projects as ForUM is a Norwegian network of NGOs working mainly in Norway. Accordingly, the review team has mainly focused upon views and expectations of ForUM's members and other stakeholders.

¹ See ForUM's statutes, Mission Statement; http://www.forumfor.no/English/About_us/Statutes/index.html

² As emphasized in the ToR

Main focus of the review has been on:

1. ForUM's organisational structure, roles, capacity and added values
2. Discussion of possible areas of improvement (both secretariat, members and working groups)
3. Discussion of possible (organisational) alternatives to ForUM,

The ToR requires that one of the team members must have good knowledge of financial management. The team did not comprise a team member with specific expertise in this field, but these issues have been addressed and evaluated.

3. Methodology.

The team's work is mainly based upon a desk study of relevant documents (see Appendix 2) and interviews with ForUM's members and other stakeholders (see Appendix 5.) The team's point of departure has been an assessment of an evaluation of ForUM from 1998 by ECON and a ForUM member survey from 2008, which is compared with and related to our own interviews with members and stakeholders during this review. The interviews included:

- Group interviews with the secretariat/staff
- Group interviews with representatives from the member organisations
- Interviews with staff
- Interviews with current and former Board members
- Interviews with relevant sections in Ministry of Foreign Affairs³
- Interviews with ForUM partners in academia
- Interviews with other stakeholders

Survey forms were answered by the member organisations and by others. Our survey forms are constructed much along the same lines as the member survey in 2008, but have been shortened and focussed to provide up to date and relevant information. (see Appendices 3 and 4.) The interviews were open and flexible, allowing for interventions and comments by those interviewed.

³ Efforts were also made to have interviews with the Ministry of Environment and with politicians, but the team was unable to get appointments for this.

4. Forum for Environment and Development (ForUM)

4.1 ForUM's mandate, and objectives strategy

ForUM was established in 1993 by member organisations active in the The Norwegian Campaign (Felleskampanjen) for the environment and development. In the 1990s ForUM was mainly an administrator for the work of its member organisations, and functioned primarily as a meeting place. In recent years ForUM has changed quite distinctly, and thematic group work and joint policy development are now a more central part of the organisation. This has in turn led to changes in working methods and roles, and lead to the involvement of a broader collaborative network also beyond the member organisations.

According to ForUM's strategy for 2010-2013, ForUM's mandate is to be a political think-tank for environment-, development- and peace organisations who seeks greater influence trough joint lobby and advocacy work. ForUM's main objectives is to facilitate for joint policy development, to be a resource and competence centre for political lobbying, to do advocacy and lobbying on central issues and to be an important meeting place for its members. The overall purpose of ForUM is to promote advocacy for sustainable development on both global and national levels. ForUM will work for people's participation, solidarity, peace and equality. ForUM's main tasks are to manage the development of joint policies and to undertake advocacy/lobby activities to achieve concrete political results within seven thematic focus areas. They are; 1): [Climate and energy](#), 2): [Finance and reform](#), 3): [Corporate social responsibility](#), 4): [Trade and the WTO](#), 5): [Peace and human security](#), 6): [Food security](#) and 7): [Fresh water and sanitation](#).⁴

ForUMs new strategy for the period 2010-2013 defines its added value mainly as being a national and international contact point for joint policy initiatives and recommendations. With 55 member organisations in Norway⁵, participation in international networks and cooperation with partners in the global South, ForUM describes its self as a platform for holistic solutions and with possible greater impact than each of its members on its own and where a broad foundation and representation leads to innovation.

4.2 ForUM's response to Norwegian development policy priorities.

The vision and mandate of ForUM are firmly based in a South-oriented perspective. ForUM has four main tasks according to the strategy for the period 2010-2013: 1) facilitate and develop joint policies on international environmental and development issues, 2) serve as a competence hub for political lobbying, 3) seek active political influence in prioritised areas and 4) provide a central meeting place for peace, development and environment NGOs.

⁴ See <http://www.forumfor.no/English/index.html> for details

⁵ See <http://www.forumfor.no/Medlemmer/Medlemsliste/index.html>

Current Norwegian development priorities are mainly guided by Report No. 13 to the Parliament (2008-2009) Climate, Conflict and Capital. A central objective in the Report, and thus in Norwegian policies, is the aim of coherence between different policy areas and between national and international policies. ForUM as an organization with this combined mandate is apparently well set-up to respond to such challenges. ForUM seeks to provide coherent responses to complex issues based upon input from its varied base of members. The combined membership and the different working groups in ForUM holds potential to offer balanced and well informed recommendations and comments in relation to cross cutting issues like human rights, gender equality and environmental issues.

ForUM's new strategy has a programme for foreign aid reform, which addresses challenges connected to a coherent development policy. Together with ForUM's partner organisations in the South,⁶ ForUM aims to create a dynamic debate about the role of aid in development policy.

4.3 ForUM's organisational structure.

The Secretariat

ForUM's office in Oslo has a Managing Director, four professional advisors, one information officer and one administrative leader/ financial manager/ accountant.⁷ The Managing Director has the overall responsibility of ensuring that policy outcomes, operational outcomes and outputs, and the results of the many activities under ForUM are met and that any deviation from these aims can be addressed. According to ForUM's main principles⁸ the Managing Director is answerable to the Board regarding thematic work in relation to approved goals and objectives. This includes responsibilities for budgets and the use of available funds for the thematic topics' working groups.

The Board

ForUM's Board consists of eight representatives from the member organisations. It is responsible for ensuring that ForUM's aims are successfully delivered, and that its work is carried out in a long-term and strategic manner, in keeping with the General Meeting's resolutions. The Board's main job is to present recommendations to the strategy/long-term framework plan/annual plans, which define the working practices, thematic focus areas, priorities and budgets. It is the Board's job to ensure that priorities are followed up by the thematic groups and the Secretariat. The Board adjusts the long-term strategy and the framework plan to be in

⁶ ForUM has a partnership with Reality of Aid www.realityofaid.org, the Third World Network www.twinside.org.sg and the South Centre www.southcentre.org.

⁷ The Managing Director and the administrative leader work part time (+/-50%) with advisory/ support roles for members and other stakeholders

⁸ The main principles were approved by the Annual General Meeting in 2009 and are also spelt out in the revised statutes 2010 – 2013.

tune with the budget, and does the same with the annual plan and its budget, in time for the Annual General Meeting.

The Annual General Meeting

The highest authority in ForUM lies with the Annual General Meeting which is open for members, associated members and others invited by the Board. The members have one vote each at the Annual General Meeting whilst associated members have observer status. Board members do not have voting rights, unless they are the only representative of a member organization at the Annual General Meeting. ForUM's statutes specify matters which shall be on the agenda of the Annual General Meeting.

ForUM's members

ForUM's activities are anchored in its member organisations in Norway. At the Annual General Meeting in 2009, membership categories were amended and there are now two membership categories in ForUM: ForUM's **participating organizations** are NGOs, foundations and networks working with environmental and developmental issues on an idealistic basis. This status is given only to central organizations and not to regional and local bodies. **Associated organizations** comply with the requirements for full membership, but do not have the same rights and obligations as participating members. Such a status can be given to trade organizations, trade unions, political parties, research institutions and others that cannot become participating organizations.⁹

ForUM's thematic working groups

The thematic working groups are ForUM's most important tool for the exchange of information, and debate and for the development of policy statements. Via thematic working groups, ForUM's members cooperate and join forces over focal themes in order to achieve concrete political results. ForUM's thematic work with policy analysis and development is reported and discussed in the Secretariat's internal meetings, with members in thematic groups and/or networks, in ForUM's Board meetings and in Annual General Meetings as well. The outcome of these discussions influences the future strategy for ForUM's work. Progress and achievements are examined critically, evaluated by the Secretariat, and then documented in the form of meeting minutes, web pages and articles, and also in tertiary reports to the Board and in annual reports for Annual General Meetings and for Norad. See Appendix 10 for documents and routines for management and quality control.

International collaboration

ForUM has had close collaboration for many years with Reality of Aid; www.realityofaid.org, the Third World Network; www.twinside.org.sg and the South Centre; www.southcentre.org. As part of the programme for foreign aid reform. In 2009, ForUM provided financial assistance to four partners in the South, for their participation at COP 15 in Copenhagen. ForUM has also

⁹ See http://www.forumfor.no/Om_ForUM/Vedtekter/index.html

funded a South Centre's position paper for G 77 in 2009. ForUM will strengthen its collaboration with its member organisations' partners in the South as well as seeking cooperation with established and new partners/networks.

4.4 Coordination with other networks.

The team has considered ForUM in relation to two other networks in the Norwegian civil society. They are the Norwegian NGOs engaged in development education in Norway (RORG) and the Norwegian Development Network (Bistandstorget.) According to RORG's constitution, it is an arena for debate on development education in Norway. RORG is also supposed to be an arena for debate on development education in Norway and for strengthened coordination, cooperation, initiatives and mobilisation for the broadest possible range of development education in Norway.¹⁰ Bistandstorget is a resource and competence network in the field of development, working to focus on the values that provide guidance for development co-operation, increase the professional knowledge on development work, increase the quality of development cooperation and facilitate exchange of experiences.¹¹

Many of ForUM's members are also members of either RORG or Bistandstorget or both. Sometimes one and the same person can be members of the three networks' Boards. The cooperation, which is regular, but mainly informal, is by all parts described as open, good and with very limited overlap. There is some cooperation on common seminars and the three keep each other informed on relevant issues on ad hoc basis, which all three find useful.

4.5 ForUM's financial management.

Multiyear plans and strategies, with annual revisions (i.e. annual plans) and associated budgets are developed by the Secretariat for the Board and subsequently considered and approved by the Annual General Meeting. Annual budgets are to be ready prior to applications to Norad. There are budgetary allocations for administrative expenses as well as for thematic work. We find that most or all thematic work is carried out according to ForUM's strategies and approved plans.

At each year's first Board meeting, the Board is informed about planned activities for each thematic area and associated financial requirements, after which each thematic budget allocation is considered and eventually approved. The Secretariat will then, in cooperation with thematic working groups, allocate funding for activities such as meetings, travels, reporting, etc. ForUM's advisors are responsible for the implementation of thematic work, including budget allocations

¹⁰ See http://www.rorg.no/English/About_us/index.html

¹¹ See <http://www.bistandstorget.no/newsread/News.ASP?N=5007>

and expenditures, as agreed and approved. The advisors work closely with ForUM's Managing Director and the financial manager on this.

4.6 Documentation and result management

According to ForUM's new strategy, different formats for outcomes/outputs and measuring of results were tested and developed in 2008 and 2009. ForUM distinguishes between four different categories of outcomes; overall outcomes, policy outcomes (programme or partial outcomes), operational outputs and products and activities. Progress on these are key elements of the annual reports, which also reports about cross cutting issues, South cooperation and participation in international meetings. The annual reports have overviews of ForUM's publications, about information work, about results from work under the thematic groups, and account reports. In addition to the annual reports, the Secretariat's tertiary reports to the Board contains details on achievements, but they also report about outstanding issues for each thematic focus area as of the strategy. See Appendix 6 for details about reporting.

ForUM has developed a new information strategy for 2011 – 2014 which aims at 1): Increased public understanding and appreciation of environment and development challenges, 2): ForUM to be a key dialogue partner for stakeholders, and 3): A broad spectre of media use. ForUM's main channels for communication are its home pages and newsletters (8 in 2009.) ForUM has been mentioned by newspapers +/- 35 times per year between 2005 and 2008. Among others, the information strategy highlights the importance of easy and effective web-based communication between the Secretariat and the members.

5. Findings and discussion.

5.1 The members' perceptions of ForUM. Member surveys in 1998, in 2008 and the team's interviews with members in 2010.

As of 13 September 2010 ForUM had 40 members and 15 support members.¹² According to annual reports 2006 – 2009, the membership has been stable over the years, with only one or two organizations withdrawing their membership, but also with an average of one or two new members each year.

¹² See <http://www.forumfor.no/Medlemmer/Medlemsliste/index.html> for details.)

The ECON member survey.

ForUM requested ECON to undertake an evaluation of the organisation in 1998, primarily with the objective to provide input to discussions about ForUM's future in relation to what had been achieved in ForUM's pursuance of its mandate. ECON's evaluation included a membership survey. Although the outcome of this survey, and also ECON's conclusions and recommendations, may be less relevant today after 12 years with changes in profile, work priorities and membership cooperation, this review team nevertheless finds it interesting to refer to ECON's findings and to compare that with a membership survey from 2008 and with our own findings. In general, 27 respondents had a positive opinion about ForUM and what the organisation could provide. The response was mainly "useful" or "somewhat useful" to ForUM and its services. Support for participation in international meetings, better contacts with Norwegian government authorities, more access to relevant information and internal competence building were appreciated. Several organisations were concerned about possible overlaps between what they and ForUM worked with.

ForUM's membership survey in 2008.

The review team has also had access to a membership survey undertaken by ForUM in 2008. There were 33 responses from 55 member organisations as of 17.12.2008. A summary of the responses is presented in tables in Appendix 7.

It is quite evident from the survey that the majority of members were happy with ForUM's provision of services and added value to their own work. Support for most of ForUM's roles were considered to be important or very important.¹³ The members were satisfied with the current thematic working groups (92,6%), although several members also wanted more work on several core activities. About all members supported ForUM's roles as a political workshop and 50% stated that they used ForUM policy for development of own political activities. 37% entered into partnership with ForUM on political initiatives and 68% wanted more ad hoc thematic working groups.

Responses from ForUM's members and other stakeholders in 2010.

Due to time constraints, the team was unable to perform as many interviews as would have been ideal. Our findings nevertheless confirm a continuation of the strong support for ForUM among members and other stakeholders. It was repeatedly emphasized that the civil society has important roles to play in international policy and political processes. ForUM is a good provider of advice, services and support on behalf of the NGO-community and acts as a facilitator and catalyst of policy and associated processes on behalf of its members.

¹³ Between 96,8% and 79,3% considered seven out of ten roles for ForUM to be important or very important. Only three roles, i.e. providing insight in national processes, undertake policy advocacy on prioritised issues and facilitate lobbying received less scores, between 72,4% and 64,5%

There was some turmoil 4-5 years ago when ForUM was aiming for consensus among members for fairly detailed and extensive policy positions, which in turn had to be approved by ForUM's Board. This was time consuming, and gave little room for the members to advocate their own interests and priorities and created frustration among members. As of the new strategy for 2010-2013, ForUM now recognizes its members' different views and priorities, which allow for considerable flexibility regarding joint positions on politics. Accordingly, more emphasis is now put on recognizing, facilitating and coordinating the members' different views when they want to pursue own objectives and priorities to achieve progress on policy and action. In the team's view, ForUMs main roles today are more of being a catalyst and a facilitator. This was corroborated during the interviews, where expressions such as *"important meeting place," "good platform for development of common policy and positions whilst also allowing for member autonomy" "good strategy for joint actions," "not a straightjacket," "good coordinator on behalf of its members," "provides much added value to the members' own work," "transparency," "being a watchdog on behalf of its members regarding relevant priority issues and upcoming events," "respected by politicians and Ministries," "much needed meeting place prior to participation in international meetings,"* etc. were common.

ForUM is also appreciated by the academic community, but representatives from Norwegian universities suggested a closer and more frequent contact with ForUM. Exchange of views and their provision of professional advice could benefit ForUM's prioritized thematic work.

5.2 ForUM's roles, capacity and added values

ForUM has evolved from being a meeting place for policy debate towards being more of a policy think tank¹⁴ for environment, development and peace organisations, with the aim of achieving greater influence through coordinated advocacy/lobby activities. In the current strategy, ForUM defines its added value as being a national and international contact point for joint policy initiatives and recommendations. It also describes itself as a platform for holistic solutions and with possible greater impact than each of its members on its own.

ForUM's thematic work.

ForUM's thematic groups are central in the development and promotion of political positions. Member organisations are invited to participate in all the thematic areas. ForUM's secretariat has

¹⁴ There are different definitions about what a think tank is. Some would define it as an organization which has particular competence and insight to work with policy and political strategies, and frequently on cross-cutting issues (e.g. interactions between environment, socioeconomy and governance. Others define a think tank as group or an institution organized for intensive research and solving of problems. According to the National Institute for Research Advancement (NIRA), think tanks are "... main policy actors in democratic societies, assuring a pluralistic, open and accountable process of policy analysis, research, decision-making and evaluation." Several other definitions may be found at <http://www.answers.com/topic/think-tank>.

key roles in leading and coordinating this work as well as in ad hoc processes. ForUM's and the member organisations' partners in the global South are indirectly represented via their Norwegian partners. In the future, partners in the South will according to the new strategy be drawn more actively into the work.

ForUM's member organisations can suggest new themes. ForUM's Secretariat collects and systematise these suggestions and ensure that relevant partners in Norway, internationally and the South are consulted in the development of policy. The thematic groups, the Secretariat, and subsequently the Board then discuss and define the outcomes and the priorities in the strategy and annual plans. ForUM's Board approves the establishment of new thematic working groups, provide them with guidelines and allocate financial resources. To ensure flexibility, ForUM's Managing Director has a mandate to act quickly to make decisions related to prioritisation of new initiatives. These must ultimately be approved by the Board and the Board will then consider how new challenges and issues can be worked into ForUM's activity plans and budgets within the period of current strategy/framework/annual plans.

The thematic groups develop the professional basis and build strategies and channels of influence for existing and potential new themes on a broader basis than the member organizations can do on their own. Previously, ForUM's groups could organize themselves and their work and the financial support they received pending an application to the Secretariat. Today, working groups with their advisors from the Secretariat are formally answerable to the Managing Director. But continuous dialogues between the working groups, the Managing Director, ForUM's thematic advisors and other stakeholders ensures good consultations prior to any decisions, which have political, administrative or financial implications.

The ForUM Secretariat's support to its members and groups.

The ForUM Secretariat's advisors have the ongoing task of following up action plans of subject areas and to report to the Managing Director about results achieved, or about bottlenecks and constraints if any. The staff has considerable expertise and is educated at least to Masters level, or the equivalent through work-experience. They have expertise in developmental issues, international politics, land use and natural resources, media, human geography, human rights and political science. Several of the staff also has considerable management experience. The Secretariat and the advisors' competence and experience are explicitly appreciated by ForUM members.

The Secretariat's focus is determined by the member organisations' interests and priorities and relevant national and international processes.¹⁵ If new topical and relevant policy issues appear in addition to the ones in the strategy/ framework/ annual plans, the Board will consider how these issues can be worked into ForUM's activities within the framework period. The Secretariats' advisors play important roles in providing specialist advice and support to the thematic focus

¹⁵ E.g. government white papers and reports, etc,

areas and their working groups. Political positions must be developed in a transparent partnership between ForUM and its members. Positions must have credibility and legitimacy, i.e. be supported by the members.

ForUM has several gateways in its cooperation with members and stakeholders. In addition to providing professional, technical and analytic assistance, the Secretariat is also an arena for professional discussions and exchange of views. There are “political cafés” and round table meetings, which are informal and open for everybody and there are courses for lobbying. ForUM acts as a linkage between members and international networks/ policy processes, coordinates input to Norwegian policy processes, e.g. to government White Papers and reports and to the state budget, provides assistance for members for improved media exposure and chairs meetings when needed. ForUM’s members and/ or the thematic working groups frequently recommends who they consider should participate and be the best advocate for ForUM at national and international meetings, to be considered and approved by the Managing Director.¹⁶

ForUM’s advisors and other staff are competent, experienced and hard working. There is a friendly and open atmosphere among staff and the working environment is good. Absence from office, e.g. because of sickness, is very low, which can be an indicator of high job satisfaction. During interviews with staff it became evident, however, that there are also frustrations caused by the feeling that there is not enough time for dealing with what some consider being too many challenges and obligations. Too much to do and too little time for what needs to be done can easily lead to unhappiness with own performances. This strained situation can partly be explained by a situation where there is less money from one year to another for the same number or even increasing core activities. See Appendix 8 and 9.

ForUM’s added value for the member organizations.

From our interviews with members, ForUM’s added values are coherent with what was expressed during ForUM’s membership survey in 2008.¹⁷ The members were quite clear that ForUM’s represents added value for their own work. They describe ForUM’s Secretariat to be highly competent, flexible and service minded, informative about emerging issues and helpful on policy interventions. ForUM represents an important meeting place for learning, sharing of information and lobbying. ForUM is facilitating its members’ access to and participation in national and international decision making processes, which is particularly appreciated. ForUM acts as a watchdog for important events on the international arena. It keeps its members informed about important documents, deadlines for contributions and interventions, and

¹⁶ Member organisations frequently represent ForUM at international meetings. See e.g. the 2008 Annual Report item 1.6 and the 2009 Annual Report item 1.4.

¹⁷ Members interviewed for this review were all active in ForUM. The team did not meet with less active members, and is not in a position to find out why some are more passive than others. But the fact that ForUM’s membership is very stable indicates that even less active members appreciate what ForUM can provide for them.

coordinates common initiatives. International meetings often involve much written information. ForUM access relevant documents and provides members with analyses and summaries. ForUM also arranges for the selections of representatives to international meetings and coordinates their presentations at such events. In the Norwegian policy debate, ForUM provides its members with relevant information and coordinates common policy initiatives. Through ForUM, the members also get easier access to the Ministries and the politicians (both Government and Parliament). ForUM is useful on issues that are on the side of the core area of work in the organizations, or where they have limited capacity to follow up on their own. Member organizations with particular interests, competence and capacity may choose to make separate statements, alone or together with like minded organizations, with specific links to their own work and their particular points of view. They can go further and be more critical than the ForUM common statements. The members do not want, however, that ForUM compete with them for visibility and active roles in the public debates, because it could be seen to be in competition with their own organisations. This is something which ForUM is aware of and respects.

ForUM's added value for the politicians, the Ministries and other stakeholders

For the Ministries, ForUM represents an important voice in the public debate as a policy and lobby organization on behalf of many NGOs. The need for project funding is rarely an issue. Although ForUM seldom provides new knowledge for the Ministries, initiatives and comments are valuable, mostly as a way to check out the standing of the civil society in Norway regarding particular issues and processes.

For the Ministry of Foreign Affairs, ForUM's most important added value is as a contact point for a wide range of Norwegian civil society. ForUM's secretariat is also an important dialogue partner on policy and political issues, often on an informal basis. Through ForUM the Ministry of Foreign Affairs feel confident that they have included and consulted also the smaller NGOs in Norway.¹⁸ ForUM is also important as a facilitator for meetings between various stakeholders, e.g. between NGOs and international actors on visits in Norway. In addition, larger environment and development organisations are often consulted separately, often on the initiative of the organisations themselves. Some of those interviewed in the Ministry of Foreign Affairs wanted, however, to see ForUM more frequently in the public debates, i.e. with identification and discussion of dilemmas and areas of conflicts, for example between development and environment issues and as a provider new knowledge and policy alternatives.¹⁹

In sum, some of ForUM's added value aspects for Ministries include:

¹⁸ According to ForUM's Managing Director, the Norwegian Minister of Foreign Affairs has expressed his satisfaction with ForUM, because the broad considerations which ForUM conveys on behalf of its members are important political contributions.

¹⁹ This may be in conflict with what the members want. See above.

- Respected discussion partner
- Provider of important meeting place for different stakeholders
- Represents a broad specter of Norwegian NGOs
- Important contact point – gives access to and the possibility to consult many of the Norwegian NGOs at the same time. Ministry of Foreign Affairs is confident that all have been heard.
- Arrange meetings between international institutions (e.g. the World Bank) and NGOs.
- Use of ForUM's Secretariat as informal discussion partner.
- Important lobby group.
- ForUM's focus is on political aspects regarding environment and development rather than on pleads for funding.

ForUM's organisational structure

ForUM functions well with its current structure and mandate. There is a good balance in roles and responsibilities between members, the Secretariat, the Board and the Annual General Meeting. The Board is in regular contact with the Managing Director over strategic as well as management issues and has, when required, taken a strong role in defining policy outcomes and in prioritising between thematic areas and activities.

The reporting system is good and transparent. The Secretariat reports to the Board every fourth month in the form of tertiary reports, on achievements in relation to strategic goals, annual action plans, budgets and expenditures, but reports also about lack of progress and needs for adjustment of plans.

The annual report for the Annual General Meeting and for Norad gives overviews of progress in relation to current workplans. The annual report also presents policy outcomes and important outputs, products, activity results and financial accounts. The Secretariat reports internally in weekly meetings on achievements and daily progress on work within the various programmes. See also Appendix 6.

Documentation and results monitoring

According to ForUM's new strategy, different formats for outcomes/outputs and measuring of results were tested and developed in 2008 and 2009. ForUM's documentation, i.e. its home page, reports, newsletters and miscellaneous media coverage is good. ForUM is also reporting regularly on overall outcomes, policy outcomes, operational outputs and products and activities, e.g. under the thematic working groups, via tertiary reports to the Board and in annual reports. Reporting via tertiary Board reports are particularly important, because they contain much detailed information, also about outstanding issues.

According to the strategy for 2010-2013, ForUM "*...will consider the benefits of introducing an indicator system in line with those of our partners (including Norad) during the course of 2010.*" The team acknowledges that this may be a considerable challenge. Some indicators may be

relative straight forward, such as the number of media appearances, press clippings, number of meetings in different fora, etc. Other indicators may be more difficult to quantify, such as ForUM's impact upon political processes and positions, the outcome of being a think tank, the relevance and impacts of thematic topics, etc.

Coordination with other actors and stakeholders: The Norwegian government.

There are three main types of roles to consider regarding ForUM's coordinating roles in relation to Norwegian environment and development policies. First, in the current strategy, ForUM describes their added values as being primarily linked to their role as a national and international contact point for coordination of political statements and recommendations. Secondly, the Norwegian government expresses strong will to cooperate with NGOs to reach development goals, and states in Report no. 13 (2008-2009) that the Government will "*continue its close cooperation with Norwegian NGOs, with regard to both their development aid work and their information and lobbying activities in Norway.*" And thirdly, Norad's vision regarding the cooperation with ForUM appears in the grant letter from Norad regarding the current agreement between ForUM and Norad:

*"In view of current political signals that Norad should further develop a strategic partnership with civil society to accomplish the Governments aims of increased focus on the environment, peace and rights, ForUM is seen as a strategic development organization that seeks to bridge the gaps between several issues, coordinates joint positions and other value adding efforts over and above its member organizations projects and programs. There is increasing recognition in different parts of Norad that we should use the arenas and meeting places provided by ForUM more actively."*²⁰

Our findings indicate that the first of these types in many ways is the prevailing one. There is general consensus among representatives from the civil service side of the Ministry of Foreign Affairs that ForUM is an important contact point which they use to reach all relevant organizations in an efficient and practical manner as ForUM represents a broad specter of organizations. Some Norwegian NGOs are seen by some government representatives to be too passive in public debates around development issues, and ForUM would have a role to play here. ForUM provides government officials with a coordinated and usually quick response to ongoing political processes, which is highly appreciated. ForUM's role as think tank would can be important, although it is not quite clear what the Ministry expects from such a think tank.

The second role, related to the political will to cooperate closely with civil society, is only partially relevant to ForUM as they have no development projects of their own. With regard to the third role, officials in the Ministry of Foreign Affairs and in the Ministry for Environment have regular contacts with ForUM regarding political processes, both at the national and

²⁰ Translated from Norwegian

international level. This is only to be expected as the Ministries are responsible for establishing policies and politics. Norad has an advisory role vis-à-vis the Ministry of Foreign Affairs, and would consequently probably benefit from more regular contacts with ForUM, e.g. through quarterly meetings, open and informal lunch seminars in Norad after models such as the World Bank's "Brown Bag" seminars, or other topical meetings.

All in all, ForUM is seen as an important coordinating and facilitating unit between several Norwegian NGOs and the government. ForUM receives good credits from all of our interviewees. ForUM's representatives in Norwegian delegations are competent and professional. The contact with ForUM before, under and after international meetings is a useful way of checking out political issues with a large number of NGOs.

Coordination with other networks.

From time to time, the question of merging ForUM, Bistandstorget and RORG comes up. Some have argued that a merger could cause important synergies and also reduce administrative costs. The question was last discussed within the networks in 2008, but the conclusion was that a merger is not advisable. The three organisations have clear and different mandates. ForUM focus on policy and lobbying, Bistandstorget on professional knowledge on development work and RORG on development education. Many of the RORG-members are pure development education organisations whilst the all members of Bistandstorget are development organisations. Synergies are obvious, but a merger could easily lead to prioritizing of some areas of work on the cost of the others, which is especially a concern for the ones working on development education. In case of a merger, ForUM is seen to be the network which will gain most since ForUM both covers organisations with own development projects in the global South and the development educations organisations.

According to RORG, Bistandstorget and ForUM, their member organisations see no real need for a merger. Such views were confirmed by ForUM's members during our interviews in 2010 – many of whom are also members of Bistandstorget and RORG.²¹ A possible merger would therefore have to be justified by other stakeholders and their needs, for instance the government and the public's demand for one contact point only.

Economy and financial management and control.

ForUM's financial management and control of budgets and expenditures is transparent and functions well. ForUM's advisors and the financial manager are answerable to the Managing Director regarding budgets and associated accounting. The Managing Director has the overall responsibility for execution of financial prioritization and budgetary allocations under the annual

²¹ Only a former ForUM Board chair recommends a merger.

budget, but the professional views from ForUM's advisors and their thematic groups represent key inputs for her decisions. The Managing Director frequently consults and communicates with the Board and reports to the Board formally and on a regular basis, e.g. via tertiary reports prior to Board meetings. The Board is then answerable to the Annual General Meeting. This system with several levels of pre-defined responsibilities according to the statutes secure good financial control and backstopping as and when needed.

All direct costs referring to political themes are in ForUM's books kept in separate departments for each theme. All approved political goals are given separate project numbers, and all activities have separate activity numbers. Through this system, accounts are transparent and kept according to budgets per year within each theme, related to planned and performed activities. If advisors and/ or thematic groups and/or the Managing Director decide that activities cannot be implemented as planned, or should receive lower priority, then the Managing Director may reduce associated budget allocations. This requires, however, prior consultations with, and acceptance by, the thematic groups and their stakeholders. This procedure allows for more flexibility than what was the case prior to 2008, when allocations to the thematic group were formalized in writing ("tildelingsbrev.") The groups then considered budget allocations to be final unless the groups themselves decided to return the funding or if they did not follow agreed and approved plans. At that time, there could be conflicts when there were disagreements over the Managing Director's or the Board's authority to withdraw funding. The new procedures are better in that they allow for transparency and improved dialogues between the groups and the Secretariat prior to the Board's decisions about budget allocations for thematic work.

The annual budget sets aside a small amount of money (NOK 100.000 in 2010) which can be used for unforeseen interventions and ad hoc thematic work (e.g. a new prioritized area) as and when required. The Managing Director can allocate NOK 10-20.000 for such work, but allocations above that has to be approved by the Board.

The annual contribution from Norad in the period 2006 -2010 has been NOK 5.45 million. ForUM has also received some modest contribution from other sources, e.g. annual membership fees totaling approximately NOK 200.000, and project funding, which occasionally can be significant, e.g. when the Ministry of Environment funded the "Klimaturné" in 2007. But ForUM is very careful to apply for project funding, not least because that easily can create competition with its member organizations.

6. Conclusions and dilemmas

Some main conclusions:

- The member organisations are clear that ForUM provides important and good services and that ForUM provides added value for their own work.
- ForUM's Secretariat is regarded to be competent, flexible and service minded, very informative about emerging issues and very helpful on policy interventions.
- ForUM's credibility and support in the Norwegian civil society is a strength.
- ForUM is appreciated by the Ministry of Foreign Affairs. ForUM is seen as an important coordinating and facilitating unit between several Norwegian NGOs and the government.
- ForUM's role as think tank would be appreciated, although it is not quite clear what the members and the Ministry of Foreign Affairs expects from such a think tank.
- ForUM's representatives in Norwegian delegations are competent and professional. The contact with ForUM before, under and after international meetings is a useful way of checking out political issues with a large number of NGOs.
- ForUM functions well with its current structure and mandate.
- The reporting system is good and transparent.

Some dilemmas

When public stakeholders were interviewed for this review, several expressed the need for a stronger ForUM in public debates. But a more visible ForUM is not favored by the members. There may be a conflict of interest between what the members want on the one side and what public and governmental institutions expect from ForUM.

ForUM has recently started to see itself as a "think tank" on environment and development issues. However, since there are different perceptions about what a think tank is, there is a need for a common understanding about this among ForUM's members, government institutions and other stakeholders with an accompanying analysis of the implications for ForUM's work.

Some members have expressed needs for more thematic meetings and seminars, closer cooperation between the different thematic working groups and more ad hoc and time limited thematic working groups. Although this is understandable, financial support for such activities is dwindling as administrative costs are increasing (see below.)

The annual allocation from Norad over the current funding scheme (2006 -2010) is fixed. Most of ForUM's funding is tied up in salary expenses and administrative costs such as office rent, stationary etc. Administrative expenses are increasing each year due to inflation and price/ salary increases, which means that whatever is available for ForUM's thematic work and other core

activities is steadily reduced.²² The fact that resources are spread out over many activities adds to the problem.²³ Decreasing financial resources for core activities is a “straitjacket” for ForUM and may ultimately have consequences for the organisation’s performance.

7. Recommendations

For Norad and ForUM:

- The team is positive about further funding of ForUM via a new frame agreement between Norad and ForUM.
- According to ForUM’s strategy and long-term framework plan for 2010-2013, the funding needs for 2010 onwards have increased.²⁴ This should be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- ForUM’s administrative expenses are increasing, which leaves less for ForUM’s thematic work and other core activities. This should also be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- According to the Secretariat, collaboration with the global South and also work on foreign aid reform suffers from today’s limited funding. This should also be addressed if and when Norad and ForUM are negotiating a new frame agreement.
- The statement in Norad’s grant letter from 2006 that “... *There is increasing recognition in different parts of Norad that we should use the arenas and meeting places provided by ForUM more actively...*” requires that Norad and ForUM discuss how this can be achieved.
- ForUM could be an important contributor to informal lunch seminars in Norad and/or Ministry of Foreign Affairs after models such as the World Bank’s “Brown Bag” seminars, or other topical meetings. Norad and ForUM should discuss such options.

For FoRUM:

²² Whilst around 60% of the budget could be allocated for thematic work and other core activities in 2006, only around 20% was available for that in 2009. See Appendix 8.

²³ See Appendix 9

²⁴ There is a need for an annual funding of NOK 9.6 million for three years and NOK 9.8 million for one year (2011.)

- As envisaged in the strategy for 2010 – 2013, ForUM should continue its work with an indicator system.
- ForUM should define more precisely what it means by being a think tank and its ambitions to be so. The members may expect one thing whilst Norad and the Ministries may expect something else. ForUM should try to balance various stakeholders' expectations and needs, i.e. members, Ministries and politicians.
- Some members have suggested that ForUM should play a more active roles with regard to the civil society/ NGO involvement e.g. in the follow up of the Millennium Goals, biodiversity/ CBD, etc. Although limited financial resources may limit such opportunities (see above), ForUM should explore with its members and other stakeholders how this should be done.
- Limited and decreasing funding for core activities may become acute with time. Unless extra funding is made available in the near future, ForUM must consider if it should concentrate on fewer thematic areas and working groups, whereby sufficient critical mass of secretarial expertise and capacity may be available. This alternative should be discussed in ForUM's Secretariat and the Board.
- Some members have expressed the need for brief but concise newsletters/ bulletins with information tailored for members with particular interests and priorities. Because the information strategy highlights the importance of easy and effective web-based communication between the Secretariat and the members, solutions should be explored.
- ForUM should highlight and challenge national and international institutions and decision makers over dilemmas related to conflicts between e.g. environment and development and also between development and development assistance (in Norwegian, "utvikling og bistand") and coupled with recommendations for appropriate policies and political interventions.
- ForUM's tertiary reports to the Board contain much detailed and important information, also about outstanding issues. Some of this should be included in the annual reports, for the members to get a better overview of achievements and outstanding challenges.
- A merger between ForUM, RORG and Bistandstorget is not recommended. Cooperation for best possible synergies should, however, continue and be enhanced.

Appendix 1

TERMS OF REFERENCE;

Organizational Performance Review of

The Norwegian Forum for Environment and Development (ForUM)

2010

1. Background

Organizational reviews of non-governmental organizations (NGOs) receiving, or being considered for long term support from Norad's support scheme are performed on a regular basis. The reviews are part of Norad's quality assurance of its cooperation with NGOs. The outcome of a review will form part of the basis for Norad's decisions on future cooperation with the respective NGO.

Norad is considering entering into a new long-term agreement with The Norwegian Forum for Environment and Development (ForUM) from 2011. This will thus provide input to the assessment of further funding beyond 2010.

Description of ForUM:

ForUM is a network of 55 non-government organizations that focus on environment, development, human rights and peace. ForUM was established after the World Summit in Rio de Janeiro in 1992 with the objective of following up the work on sustainable development.

ForUM's website states that it *"...provides a meeting place where a professional level in the strategic and factual debate is maintained, where initiatives to forward sustainable development are created, and where strategies for influencing policy makers are developed. ForUM participates in international political processes, and facilitates contacts and the exchange of experience and resources (especially people) between Norwegian and international organizations"*.

ForUM has had a long-standing relationship with Norad, and their current framework agreement has been running since 2006. ForUM does not have development projects or programs in developing countries. Rather, ForUM provides policy recommendations for Norwegian authorities based on collaboration with a range of civil society organizations.

As of 2010 ForUM has embarked on a new 4 year strategy. This implies a stronger emphasis on policy development and lobbying. Thematic working groups consisting of member organizations and coordinated by policy advisors in the secretariat, is the most commonly used arena for policy development. ForUM members are currently engaged in working groups on food security, trade, finance, climate and energy, water and sanitation, corporate social responsibility, peace and human security. Seminars, roundtables, policy meetings in the parliament and with government officials, cross-sectorial meetings and media are used as arenas for policy influence and dialogue. In developing policy proposals, ForUM cooperates with civil society organizations, networks and researchers abroad, including in the global south.

ForUM is a network of Norwegian member organizations working to influence Norwegian development policy. ForUM has a number of strategic southern policy partners, but is not an aid organization as such. Collaboration is focused on policy development and advocacy. Funding is directed towards policy development and facilitating access to international policy arenas.

ForUM's role as a network for mainly Norwegian organisation – working mostly in Norway - has been a topic for discussion between Norad and ForUM for the last couple of years.

2. Purpose of the review

The main purpose of the review is to assess to what extent ForUM is capable of achieving results in accordance with the agreed goals, in line with the guidelines for the grant scheme and in conformity with general Norwegian policy and guiding principles for development cooperation. Thus it will be necessary to establish ForUM's relevance and what added value ForUM brings – both to member organisations, policy makers, the public debate and other relevant national and international stakeholders.

The review shall assess ForUM's financial management and control.

The review shall draw conclusions regarding ForUM's added value, suitability and ability to deliver desired results, also in an international context, and shall present recommendations for follow-up action toward/by ForUM.

3. Scope of the review.

The review shall describe and analyse ForUM's qualifications/ability to deliver in accordance with agreed goals, including – but not limited to – the following:

ForUM's mandate, objectives strategy and its response to Norwegian development policy priorities - hereunder:

Thematic priority areas, including its relationship to such cross-cutting issues as human rights, gender equality and environment

Work methods and added value (comparative advantages)

ForUM's organisational structure - hereunder:

Type of organisation/governing bodies/management.

Decision-making lines/internal communication

Members/donors, role of members

Collaboration with other donors/stakeholders

ForUM's financial management:

Budget

Personnel resources

Clarity and transparency of financial management systems

Systems for disclosing and reporting corruption and financial irregularity (within own organisation and partner organisations)

ForUM's professional and technical capacity and knowledge management, including systems for management of:

Thematic priorities and cross-cutting issues,

Policy processes

Networking, information sharing and national and international collaboration

Media and communication

ForUM's results management:

System for monitoring results/end-user relevance (including indicators and sources used)

System for results assessment and reporting

4. Coordination with other stakeholders:

Ability and willingness to ensure effective task-sharing with other stakeholders

Relationship with national authorities

5. Implementation.

The following methods and sources of information will be used in the review:

Document studies with particular emphasis on (*specify key policy/reference documents, relevant reports, evaluations, including*):

- *The organisation's cooperation agreement and contract with Norad,*
- *ForUM's policy and strategy for development and policy work, reviews/evaluations, annual reports, website and applications, as well as research-based literature aimed in particular at the areas within which the organisation works, and documents with reference to 'best practices'*
- *Media compilation*
- *Applicable guidelines for grants to civil society (2001)*
- *White paper no 35 (2003-2004)*
- *The grant letter for the year 1*
- *Norad's strategy towards 2010*
- *Other relevant documents*

Interviews with *ForUM's* management and staff, in addition to some of *ForUMs* memers, the Chair and board members, and other stakeholders such as the Ministry of Foreign affairs and other relevant ministries, members of Parliament, and *ForUM's* international partners, as well as Norad.

Inception report will be received after two weeks after the start up of the review, and shall be a brief report on what methods the team will use, how added value is defined, and the direction of the remaining work.

Composition of team:

This review will be undertaken in Norway, and will be a combination of a desk-study and interviews. The team will comprise of both one external consultant as well as one internal team member (Norad staff). The external consultant will be the team leader, and thus responsible for the delivery of the final report.

Team qualifications:

The team members must have good insight into some of *ForUM 's* thematical areas of work and development policy. One of the team members must also have good knowledge of financial management.

Timetable:¹

Activity:	Date:	Week:
Start up (Start up-meeting: Review team and Norad)	24/8	34
Inception report	10/9	36
Draft report	24/9	38
Comments from Norad and ForUM	30/9	39
Final report	8/10	40
Presentation by team leader of main findings	<i>to be confirmed</i>	
Publication (by Norad)	<i>to be confirmed</i>	

6. Reporting²

Norad will arrange an inception meeting with the review team to clarify any questions related to the assignment description.

After completion of document studies, data collection and interviews in Norway, the team will submit a draft report. This draft shall be submitted to Norad and ForUM for comments within Friday September 24, and ForUM and Norad submit comments to the team the following week, within Thursday September 30.

The final report shall be submitted to Norad and ForUM within six days after receipt of Norad's comments to the draft; October 8. The report shall be written in English (word format) and *not exceed 20 pages*, including a summary of approximately 2-3 pages. Submission shall be in electronic format and 2 copies in paper format, utilising Norad's template.

The report shall be presented orally by the team leader to a stakeholders audience in Norway – and both the time for presentation and publication will be decided upon later by all parties involved.

¹ Amended after consultations with Norad

² Also amended as of revised timetable

Appendix 2

Literature and documents available for the review

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Norad 2005. Strategy towards 2010. Enhancing quality and results in international development cooperation.

Norad 2006. Beslutningsdokument for samarbeidsorganisasjoner med nye avtaler. GLO-0842 GLO-05/280, ForUM, saksnummer 200501745, 20.02.2006.

Norad 2010. GLO-0842, QZA- 09/290. Tilskuddsbrev – avtaleforhold 2010.

Norad (udatert). Regelverk for støtte til sivile samfunnsaktører – Kap. 160.70.

Appendix 3

NORAD-evaluering av ForUM 2010. Medlemsundersøkelse 2010.

Norad har bedt undertegnede om å gjennomføre en evaluering av ForUM i løpet av september/oktober i år. Vi ønsker å sammenlikne dagens meninger og holdninger med svarene fra en spørreundersøkelse fra ECONs evaluering i 1998 og en annen spørreundersøkelse fra ForUMs egen markedsundersøkelse i 2008. Vi har forsøkt å gjøre vår undersøkelse så kort som mulig og håper at flest mulig kan hjelpe oss med svar. Eventuelle spørsmål eller kommentarer kan rettes til en av oss, eller til alle tre.

Med vennlig hilsen,

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Om din organisasjon:

Navn på organisasjonen:

Organisasjonens størrelse

- Liten (0-5 mill i omsetning/år)
- Mellomstor (5-50 mill i omsetning/år)
- Stor (over 50 mill i omsetning/år)

Type organisasjon

- Utvikling
- Miljø
- Fred
- Annet

Hvilken tilknytningsform har din organisasjon til ForUM? (kun ett valg mulig)

- Medlem
- Støttemedlem

Vurderer du at din organisasjon er aktiv i ForUM?

- Ja
- Nei

Vi har noen spørsmål om ForUMs overordnede mål, føringer og tematiske prioriteringer. Du bes vektlegge saker/ prosesser som relaterer seg til ForUMs arbeidsfelt.

- Hva kan ForUM gjøre for at din organisasjon skal få bedre gjennomslag for egne politiske og strategiske mål?
- Hvilke 3-5 saker/prosesser er viktige for dere kommende år? (ForUM relevante tema/prosesser)?
- Hvordan kan ForUM bistå dere med slike saker?
- Representerer ForUM en merverdi for din organisasjon? I så fall, hvordan?
- Hva er eventuelt alternativet til ForUM som koordineringsnettverk?

Hvilke av ForUMs fire formål er viktigst for din organisasjon?

(De nedenstående kategoriene bygger på gjeldende vedtekter/styre strategidokumenter i ForUM)

- Legge til rette for felles politikkutvikling i internasjonale miljø- og utviklingsspørsmål
- Være et kompetansemiljø for politisk lobbyarbeid
- Drive politisk påvirkning på prioriterte områder
- Være en sentral møteplass for freds-, miljø- og utviklingsorganisasjonene

	Svært viktig	Viktig	Ikke viktig

Hva motiverer din organisasjon til å være medlem/støttemedlem i ForUM?

- ForUM som fagpolitisk møteplass
- Utvikling av politiske posisjoner
- Tilrettelegging av lobby arbeid
- Gir innsikt i internasjonale prosesser
- Gir økonomisk tilskudd til aktivitet i vår organisasjon
- Gir økonomisk tilskudd til våre sør partnere

Svært viktig Viktig Ikke viktig

	Svært viktig	Viktig	Ikke viktig

Andre motivasjonsfaktorer?

Hvilke tilbud i ForUM benytter din organisasjon seg av i dag?

- Arbeidsgruppe
- Seminarer/møter
- Benytter jevnlig informasjon på hjemmesiden
- Benytter ForUM-politikk i utvikling av egne politiske utspill
- Benytter ForUM som medspiller / drahjelp i saker, utspill etc.

Ofte Av og til Aldri

	Ofte	Av og til	Aldri

Forslag om andre tilbud?

Hvilke av følgende ForUM-aktiviteter ønsker din organisasjon mer eller mindre av:

Mer av Som i dag Mindre av

• Tematiske arbeidsgrupper – langsiktige			
• Tematiske arbeidsgrupper – tidsavgrensede			
• Arena for faglig diskusjon og fagutveksling			
• Politisk kafé - uhøytidelig, åpent fora for de store tanker			
• Lobbykurs			
• Koordinering av policyprosesser (meldinger, statsbudsjettet, NOUer osv)			
• Bindeledd til internasjonale nettverk og prosesser			
• Delfinansiering av fellesprosjekter			
• Helfinansiering av fellesprosjekter			
• Møteleder/tilrettelegger			
• Samarbeid om/hjelp til mediedekning, kronikkskriving og lignende			

Kort beskrivelse av hva ForUM får til best:

Noen observasjoner fra ECON-evalueringen i 1998 er gjengitt under. Vi vil gjerne vite om du enig eller uenig i disse i dag:

	Enig	Uenig	Ingen mening
<i>"Det meste av aktivitetene skjer gjennom arbeidsgruppene..."</i>			
<i>"ForUM har svingt fra å være styrt av en proaktiv initiativrik ledelse til å fremstå som en reaktiv ressurs for organisasjoner og myndigheter..."</i>			
<i>"ForUM har begrenset evne til å konkludere og følge opp slike diskusjoner (dvs om spenning og konflikt-dimensjoner), evalueringer etc. og omsette dem i konkret handling..."</i>			
<i>"...ForUM har i veldig begrenset grad foretatt klare strategiske valg og prioriteringer..."</i>			
<i>"Små egne ressurser gjør at ForUM i begrenset grad kan utgjøre en kritisk eller alternativ fagbase utover det som skjer i arbeidsgrupper..."</i>			
<i>"ForUM kan likevel etter manges oppfatning opptre mer markert enn tilfellet er i dag..."</i>			
<i>"Organisasjonene er generelt sett positive.... og ønsker at ForUM skal fortsette..."</i>			
<i>"... liten vilje til å prioritere blant mulige kanaler gir imidlertid et inntrykk av begrenset engasjement og entusiasme blant medlemsorganisasjonene..."</i>			

Eventuelle kommentarer:

Appendix 4

NORAD-evaluering av ForUM 2010. Spørreundersøkelse 2010.

Norad har bedt undertegnede om å gjennomføre en evaluering av ForUM i løpet av september/oktober i år. Vi ønsker å sammenlikne dagens meninger og holdninger med svarene fra en spørreundersøkelse fra ECONs evaluering i 1998 og en annen spørreundersøkelse fra ForUMs egen markedsundersøkelse i 2008. Vi har forsøkt å gjøre vår undersøkelse så kort som mulig og håper at flest mulig kan hjelpe oss med svar. Eventuelle spørsmål eller kommentarer kan rettes til en av oss, eller til alle tre.

Med vennlig hilsen,

Thor S. Larsen

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Innledning:

ForUM ble formelt opprettet i 1993 av medlemsorganisasjoner som hadde vært aktive i Felleskampanjen for jordas miljø og utvikling. Felleskampanjen ble initiert for å skape folkelig oppmerksomhet rundt Brundtlandkommisjonens rapport om bærekraftig utvikling.

ForUMs visjon er en demokratisk og fredelig verden, basert på rettferdig fordeling, solidaritet, menneskerettigheter og økologisk bæreevne.

På 1990-tallet var ForUM en ren tilrettelegger for medlemsorganisasjonenes eget arbeid og først og fremst en møteplass. I de senere årene har ForUM utviklet seg fra å være en møteplass for politisk debatt til å bli miljø-, utviklings- og fredsorganisasjonenes politiske tankesmie, som søker større innflytelse gjennom koordinert påvirkningsarbeid. Dette har medført endringer i arbeidsformer og roller, samt et større tilfang av samarbeidspartnere utenom medlemmene. ForUM eies av 55 organisasjoner med ulike interessefelt, men med felles oppslutning om visjoner og verdiforankringer. ForUM skal som nettverk sikre at politikken som utvikles har oppslutning fra medlemsorganisasjonene. ForUMs påvirkningskraft ligger i at organisasjonen representerer et bredt fellesskap av organisasjoner. Samtidig skal ForUM være en dynamisk og tidsaktuell politisk aktør.

Om din organisasjon:

Hvilken tilknytningsform har du/ din organisasjon til ForUM?

Vurderer du at du/ din organisasjon er aktiv i ForUM?

- Ja
- Nei

Vi har noen spørsmål om ForUMs overordnede mål, føringer og tematiske prioriteringer. Du bes vektlegge saker/ prosesser som relaterer seg til ForUMs arbeidsfelt.

- Representerer ForUM en merverdi i forhold til andre norske NGO-er som arbeider for en demokratisk og fredelig verden, rettferdig fordeling, solidaritet, menneskerettigheter og økologisk bæreevne (ForUMs visjon)?
- Hva kan ForUM gjøre for å få bedre gjennomslag for politiske og strategiske mål i henhold til visjonen?
- Hvilke 3-5 saker/prosesser anser du viktige (ForUM relevante tema/ prosesser)?
- Hvordan kan ForUM best bistå med slike saker?
- Hva er eventuelt alternativet til ForUM som koordineringsnettverk?
- Kort beskrivelse av hva ForUM får til best:

Hvilke av ForUMs fire formål anser du som viktigst?

(De nedenstående kategoriene bygger på gjeldende vedtekter/styre strategidokumenter i ForUM)

- Legge til rette for felles politikkutvikling i internasjonale miljø- og utviklingsspørsmål
- Være et kompetansemiljø for politisk lobbyarbeid
- Drive politisk påvirkning på prioriterte områder
- Være en sentral møteplass for freds-, miljø- og utviklingsorganisasjonene

Svært viktig Viktig Ikke viktig

Hvilke tilbud i ForUM benytter du/ din organisasjon seg av i dag?

	Ofte	Av og til	Aldri
• Arbeidsgruppe			
• Seminarer/møter			
• Benytter jevnlig informasjon på hjemmesiden			
• Benytter ForUM som medspiller / drahjelp i saker, utspill etc.			

Annet som ForUM kan bidra med?

Hva er din mening om følgende ForUM-aktiviteter?

	Mer	Som i dag	Mindre	Ingen mening
• Tematiske arbeidsgrupper – langsiktige				
• Tematiske arbeidsgrupper – tidsavgrensede				
• Arena for faglig diskusjon og fagutveksling				
• Politisk kafé - uhøytidelig, åpent fora for de store tanker				
• Lobbykurs				
• Bidrag til policyprosesser (meldinger, statsbudsjettet, NOUer osv)				
• Bindeledd til internasjonale nettverk og prosesser				

Noen observasjoner fra ECON-evalueringen i 1998 er gjengitt under. Vi vil gjerne vite om du enig eller uenig i disse i dag:

	Enig	Uenig	Ingen mening
<i>"Det meste av aktivitetene skjer gjennom arbeidsgruppene..."</i>			
<i>"ForUM har svingt fra å være styrt av en proaktiv initiativrik ledelse til å fremstå som en reaktiv ressurs for organisasjoner og myndigheter..."</i>			
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Eventuelle kommentarer:

Appendix 5

List of people interviewed.

ForUM: Elin Enge, Managing Director

ForUM: Arvid Solheim, Advisor

ForUM: Ane Schjolden, Advisor

ForUM: Borghild Tønnessen-Krokan, Advisor

ForUM: Gunhild Ørstavik, Advisor

ForUM: Per-Ivar Nikolaisen, Chief Communication Officer

ForUM: Rolf Wermundsen, Office Manager

Kirkens Nødhjelp: Wenche Fone, Board member

Kirkens Nødhjelp: Eivind Archer

Norsk Folkehjelp: Orrvar Dalby, Board chair

Norsk Folkehjelp: Beate Thoresen

Utviklingsfondet: Andrew Kroglund, former Board Chair

Utviklingsfondet: Aksel Nærstad

Changemaker: Markus Nilsen

Spire: Trygve Larsen

Fremtiden i Våre Hender: Gunnell Sandanger

FIVAS: Andrew Preston, Board member

Regnskogsfondet: Nils Herman Ranum

Norges Naturvernforbund: Jan Thomas Odegard, former Board member, head of the election committee

Plan: Silje Vold

UIO/ SUM: Desmond McNeill

UMB: Ruth Haug

Ministry of Foreign Affairs: Hege Hertzberg

Ministry of Foreign Affairs: Henrik Harboe

Ministry of Foreign Affairs: Marianne Loe

Halle Jørn Hansen, former Board chair (2 periods)

Appendix 6

Table showing roles and responsibilities for ForUM's Annual General Meeting, the Board, the Managing Director and the Secretariat, and for thematic groups. From ForUM's strategy 2010-2013.

	Planning Process	Reporting
Annual General Meeting	Approves the long-term strategy/framework plan/budget. Approves the annual plan/budget.	Approves the annual report and end of year accounts.
Board	Prepares the long-term strategy/framework plan/budget. Prepares the annual plan.	Delivers the annual report and the end of year accounts.
	Approves any adjustments of policy outcomes.	Approves the four-monthly reports, including the accounts. Important products and changes in plans are reported to the board on a regular basis.
Managing Director via the Secretariat	Writes the long-term strategy/framework plan Writes the annual plan.	Writes the annual report Writes the fourth-monthly reports
	Writes the thematic action plans including the budget, on the basis of the policy outcomes. Adjusts as required throughout the year.	Reports and checks completed activities and outcomes/outputs achieved in secretariat meetings. Goes through action plans every second month.
Thematic groups, partners in the South etc.	Contributes to the plans for each of the themes.	

Appendix 7

Summary of responses from ForUM's membership survey in 2008. 33 responses from 55 member organisations as of 17.12.2008.

ForUM's roles	Important or very important in %
Be a central meeting place for peace, environment and development organisations.	96,8
Facilitate the building of policy positions on international environmental and development issues.	96,7
Undertake policy advocacy on prioritised issues.	93,3
Be a center of competence required for political lobbying.	90
ForUM as a professional political meeting place on relevant issues.	90
Reveal political contradictions and broken promises regarding Norwegian environment and development.	86,7
Provide insight in international processes.	79,3
Provide insight in national processes.	72,4
Undertake policy advocacy on prioritised issues.	64,5
Facilitate lobbying.	64,5

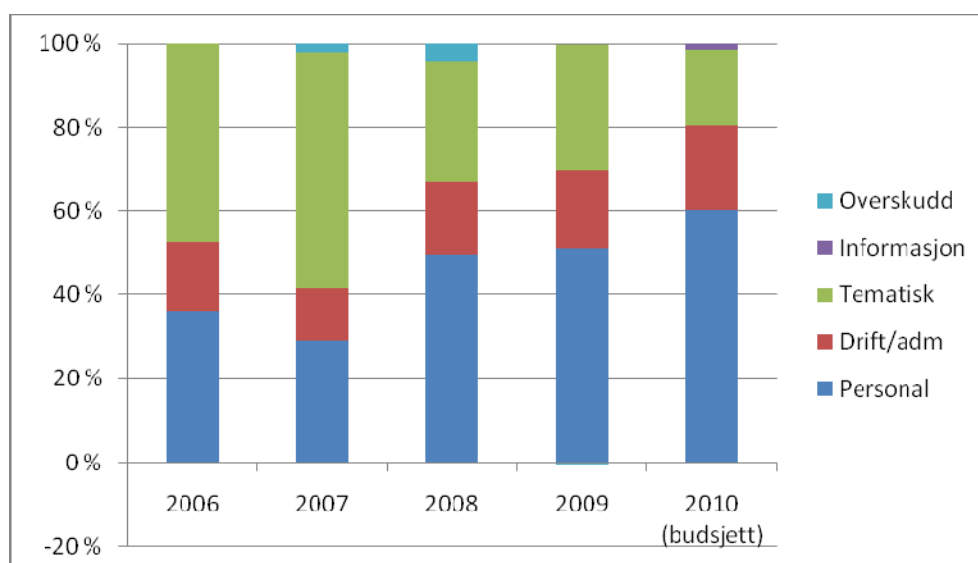
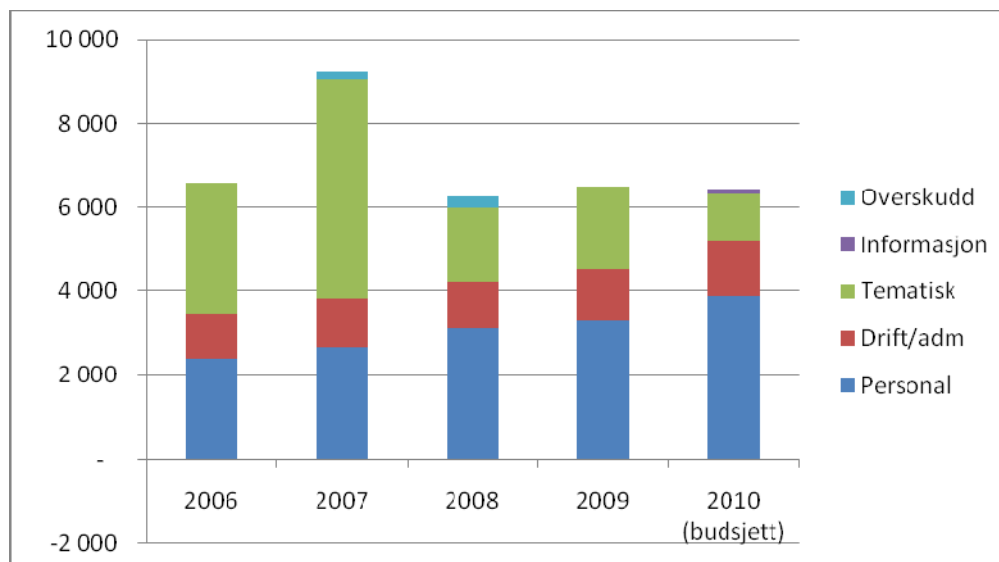
ForUM's roles	Less important/ not important in %
Provide economic support for our partners in the South.	82,8
Provide economic support for activities in our member organisation.	72,4

Use of ForUM's services	Sometimes/ rarely, in %	Sometimes / often, in %
Regularly accessing information on ForUM's web home page	87,1	64,5
Seminars and meetings	77	86,7
Use of ForUM policy for development of own political activities	83,3	50
Partnership with ForUM in political initiatives.	76,7	37
Thematic working groups	40	67,9

Prioritisation of ForUM's activities and services	As today/ more of in %	More of, in %
Ad hoc thematic working groups.	100	68
Arena for professional discussions and exchange of professional views and positions.	100	53,5
Linkage for international networks and processes.	100	37
Facilitating and/ or chairing of meetings.	96,3	11
Political cafe – informal and open fora for "large thoughts."	92,9	46,5
Coordination of policy processes (White papers, state budgets, public government reports, etc.)	92,9	32
Long term thematic working groups.	92,6	7,5
Financial contributions for joint projects.	88,9	29,5
Full financing of joint projects.	85,2	26
Cooperation on/ assistance with media contributions, story writing etc.	81,5	29,5
Course in lobbying.	79,3	27,5

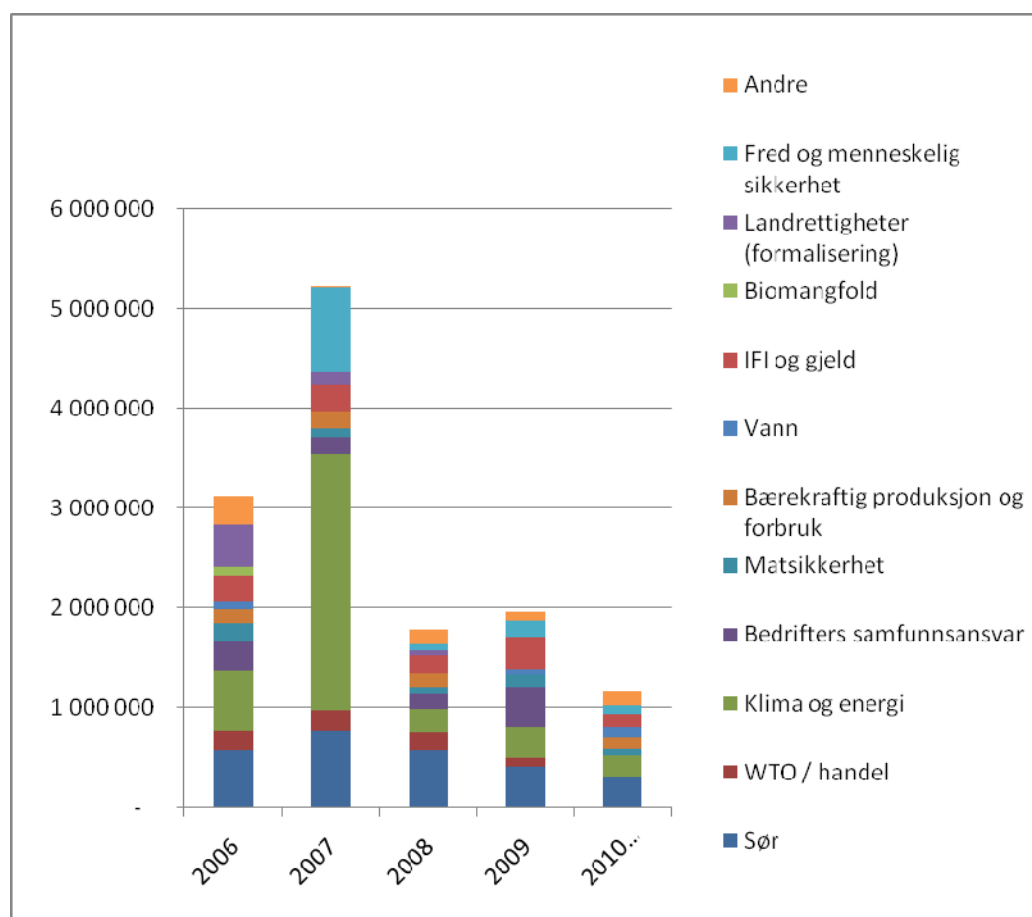
Appendix 8

ForUM's budget 2006 – 2010, in actual figures (upper) and as percentages (lower)



Appendix 9

ForUM's expenditures on activities 2006 – 2009 and as of the budget for 2010.



Appendix 10

ForUM's documents and routines for management and quality control.

- Statutes, including vision and mission, updated April 2010.
- Platform of values for ForUM, approved by the Annual General Meeting 2010.
- Multi-year frame agreement with Norad, approved by the Annual General Meeting 2010.
- Four year strategy and frame plans 2010 – 2013, approved by the Annual General Meeting 2010.
- Activity plan for 2010, approved by the Board, spring 2010.
- Strategy for information, approved by the Board, spring 2010.
- Ethical guidelines, approved by the Board, spring 2010.
- Strategy for lobbying, to be finalized autumn 2010.
- Map for mandates, to be developed the autumn 2010.
- Guidelines for the Board and its Working Group, approved by the Board in September 2010.
- Guidelines for political development, approved by the Board in January 2010.
- Tools for results descriptions and achievements, to be developed autumn 2010.
- Policy for strategic cooperation with the South, to be updated autumn 2010.
- Guidelines for participation at international meetings, approved by the Board in September 2010.
- Quality control of publications and reports, to be updated.
- Economic management, new.
- Plan for archives and archive keys, including routines related to correspondence, new spring 2010.
- Handbook for personnel, to be updated autumn 2010.
- Office routines, to be updated autumn 2010.
- Handbook for office management, to be updated autumn 2010.
- Tertiary reports to the Board.
- Annual reports.

Norad

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