Capacity Development within ENGOs: A case study of Swedish Society for Nature Conservation, Friends of the Earth Sweden and Keep Sweden Tidy Foundation

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Abstract
This thesis explores the capacities, challenges and differences of three Swedish environmental non-governmental organizations (ENGOs). It uses a case study method to examine the ENGOs Swedish Society for Nature Conservation, Friends of the Earth Sweden and Keep Sweden Tidy Foundation. The study will explore what capacities and challenges the organizations have to sustain and develop, using capacity development as an analytical framework. Qualitative methods are used for gathering data.

The findings of this study indicates that all three of the organizations have several capacities that is suggested by the theory capacity development, such as monitoring and evaluating the organization, developed communication to donors and supporters, accountability, clear aim and goals, etc. These three ENGOs is well established in the society of Sweden and have been active for a minimum of three decades. However, there are always capacities and strategies that can develop and be more effective, as well as addressing organizational challenges. The challenges founded in this study that all three organizations have in common, is the issues of being dependent on external funding and donations, and the communication between branches of the organizations as well as among members of the staff. Increased communication could better unify the organization and less dependence of external funding and donations could make the organizations more stable as well as sustainable.

Keywords: Capacity development, Environmental non-governmental organization, Case study, Sustainable development, Organizational development

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Popular Summary

Environmental non-governmental organizations (ENGOs) have worked with protecting the environment for over a century, and have proven to have several positive impacts on sustainable development. However, some scholars argue that some organizations are not accountable, due to their dependence on external funding and donations.

This thesis explores three Swedish ENGOs internal work, by searching for different capacities and challenges they might have to sustain their organizations. The organizations are Swedish Society for Nature Conservation, Friends of the Earth Sweden and Keep Sweden Tidy Foundation. To be able to grasp what capacities needed for a sustainable operation, the study is guided by the theory capacity development, which includes strategies and tools for companies and organizations, etc. to develop and sustain. This theory is focusing on capacities in organizations, which is well suited for answering the research questions in this study. The findings of this study shows what capacities the organizations have that the theory suggests to sustain organizations such as monitoring and evaluating the organization, developed communication to donors and supporters, accountability, clear aim and goals, etc. The common challenges that imitate the organizations’ sustainability, found in this study are the communication between members of the staff and between branches, and the organizations’ dependence on external funding and donations. When the staff varies in numbers, the organizations are less balanced and loses valuable resources and knowledge when the funding ends and people have to leave the organizations. A more stable number of staff members and funding, as well as better communication could make the organizations more sustainable.

Keywords: Capacity development, Environmental non-governmental organization, Case study, Sustainable development, Organizational development

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List of Abbreviations

CD: Capacity Development
ECDPM: European Centre for Development Policy Management
SSNC: Swedish Society for Nature Conservation
KSTF: Keep Sweden Tidy Foundation
FoEI: Friends of the Earth International
FoES: Friends of the Earth Sweden
FoEE: Friends of the Earth Europe
NGO: Non-governmental organization
ENGO: Environmental non-governmental organization
UNDP: United Nations Development Programme
FoE: Friends of the Earth
AGM: Annual General Meeting
EMAS: The European Union's Eco-Management and Audit Scheme
WWF: The World Wide Fund for Nature
SIDA: The Swedish International Development Cooperation Agency
GMO: Genetically modified organism
1. Introduction

Environmental non-governmental organizations (ENGOs) have been maintaining and protecting the environment for over a century (Wapner, 2002), and increased in number along with the rising concerns about the environment (Davidson et al., 2016). ENGOs can differ from each other in terms of shapes and varieties. However, what they have in common is that they share the environmental concerns such as, losses of biodiversity, degradation of land, water and air pollution etc. (Wapner, 2002). Some companies collaborate with Non-governmental organizations (NGOs) in order to work for sustainable development (Bendell, 2000), and they seem to have great impacts on the sustainable development in for example rural areas and in developing countries (Hassan, 2013). The ENGOs were the first actors to point out that human activities were the reason for the increasing environmental changes and risks, and they play a significant role in environmental governance. Some scholars state that NGOs in general have a catalyst for change (Tolentino, 2012).

However, there is a discourse regarding NGOs accountability and reputation among scholars. Many NGOs are dependent on donors and funds from other actors and can therefore be less accountable when they depend on sources from outside of the organization (Gent et al., 2015). Jepson (2005) states that “if NGOs challenge the accountability of other social actors, they must themselves be accountable, otherwise their legitimacy will decline and with it their capacity to advocate their cause successfully” (Jepson, 2005, p. 516). Several NGOs and companies are using the theory capacity development for structuring their work (Pearson, 2011), and has done it for over two decades (Huyse, 2012). It provides a holistic learning process and tools to help actors like organizations, governments and companies to sustain internally (Rudel, 2002; Pearson, 2011) The capacity development approach shows that moving away from traditional organizational development and training and instead promoting learning processes into an everyday work practice has proven to have impacts that are positive and lasting (Pearson, 2011).

Research tells about what impact the NGOs have in the society, the environment, as well as their contribution to sustainable development (Wapner, 2002). ENGOs, for example contribute to a rise awareness of environmental issues in the society (Davidson et al., 2016), improves biodiversity conservation (Tershy et al., 2012), and contribute to an increase of nature conservation areas (Tynong, 2015). What lacks and leaves a gap in the knowledge, is how sustainable Swedish ENGOs are internally. How accountable they are, and how they sustain within themselves. This thesis will study the capacities of three Swedish environmental non-governmental organizations (ENGOs). First one is the Swedish society for Nature Conservation, second one is Friends of the Earth Sweden and the third one Keep Sweden Tidy. These organizations are chosen due to their base in Sweden. The study will examine how they use capacity development, what capacities they have as well as challenges.
2. Aim and research questions

This thesis examines the capacity development and the capability of sustaining over time for the following non-profit environmental organizations (ENGOs): Swedish Society of Nature Conservation (SSNC), Keep Sweden Tidy Foundation (KSTF) and Friends of the earth Sweden (FoES). The aim is to examine the development strategies the organizations have through the lens of the capacity development model by European Centre for Development Policy Management (ECDPM). There are several capacity development model in the academia. However, this model by ECDPM is used in this study due to the fact that it has earlier been used for local organizations in an academic case study, made by Wetterberg, Derick, Brinkerhoff, and Hertz (2015) (Wetterberg et al, 2015). The model includes five core capacities that the ECDPM recommends to organizations and companies and other actors; (1) commit and engage, (2) complete technical tasks/deliver on development objectives, (3) relate to and attract support from stakeholders, (4) adapt and self-renew, and (5) balance coherence and diversity. These recommended capacities are used to guide the creation of interview questions, analyzes of results and in the discussion. The data is gathered through text analysis and secondary data and qualitative semi-structured interviews. The focus will be on the organizational development of the chosen ENGOs, how they work to develop and sustain the organization.

The study also focuses on challenges to get a brief overview of how and in what area the organizations can improve their work. Three organizations are chosen to view differences in capacities and challenges among Swedish ENGOs. The organizations are well established in Sweden and differs in size. This is to see if the capacities and challenges differs depending on size. FoES is a Swedish branch of Friends of the Earth International (FoEI), SSNC is a Swedish organization with branches only in Sweden and KSTF has one office in Sweden and no branches.

The insufficient amount of research on Swedish ENGOs in academic articles, is the reason for choosing these case studies and provide more knowledge in the area. None of this three organizations are well established in academic literature. There is not much written about their actions and their positive impacts on the environment. The research aims to give a brief overview of how three Swedish ENGOs work with development and how sustainable the organizations are internally (at the organizational level).

2.1 Research questions

- What capacities do the ENGOs have to sustain and develop their organizations?
- What are the challenges for the ENGOs to sustain themselves?
- How does the capacities and challenges differ between the ENGOs?
3. Theoretical approach: Capacity Development

3.1 Introduction
The theoretical framework that is applied in this research is “Capacity Development”. This concept describes and provides tools for organizations and companies to develop and sustain internally, within the organizations. There are a few different approaches to capacity development and this study will apply the framework and model that the European Centre for Development Policy Management (ECDPM) has developed, which has previously been used to study organizational work in terms of development (Wetterberg et al, 2015). Capacity development theory offers the possibility to identify capacities and challenges of organizations, which is well suited to answer the research questions of this study.

3.2 What is Capacity development?
Capacity development has been a common term in development discussions and it has become a significant strategy in developing organizations and companies (Ulleberg, 2009). An effective framework and tools for the concept are still being sought by practitioners and analysts that can benefit from the development, capacity assessment and evaluation and monitoring for organizations. There have been confusions with defining capacity development and how to further develop the concept, which is still in process (Brinkerhoff et al, 2010).

Brinkerhoff describes that exploring the capacity concept can be an “Alice in wonderland” feeling, with its many definitions and models “inhabit[ing] disjunctive realities where underlying assumptions are neither obvious nor transferrable. Like Alice, we wander through these worlds in varying states of befuddlement or irritation” (Brinkerhoff et al, 2010, p. 2). A scholar notes that the term capacity “seems to exist somewhere in a nether world between individual training and national development” (Brinkerhoff et al, 2010, p. 2). Some scholars even wonder if capacity development will remain being a “black box”, to never become a clear term (Brinkerhoff et al, 2010). However, the more recent core of capacity development practice and thinking has been empowerment and sustainability (Greijn et al, 2015). Due to the vagueness and breadth of the analytic territory, the literature on capacity development and capacity is substantial and various, and can mix normative and empirical perspectives. The literature can also be divided into sector specific treatments, of how capacity development should be operated and how to understand it in many different settings (Brinkerhoff et al, 2010).

Some consider the term primarily as a focus on training and education, and see it in a larger scale like access to freedoms and strengthening human rights (UNDP, 2009). United Nations Development Programme (UNDP) has described their view on capacity development as “the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time” (UNDP, 2009).

Ulleberg claims that Capacity development may be viewed as an endogenous process that needs to be created within an organization to be sustainable. It is a process where all stakeholders ideally should be involved in the organizational development. Capacity development aims to work on all levels of the society, the individual, the organizational and the institutional/administrative, which shows the importance of having multiple stakeholders at all these levels and fostering the relationship among them. In planning and management in the different sectors, capacity development means that a broader focus is put on the existing capacities of organizations, governments or companies and how these capacities can develop and become stronger on all levels, mirroring broader system contexts, the institutional, the organizational and the individual level. International organizations, donor agencies and
governments that are involved in capacity development are increasingly emphasizing capacity and its importance, they even describe it as a key to sustainable development in general (Ulleberg, I. 2009).

Capacity development is seen as a long-term process to develop sustainable abilities on the various levels (Ulleberg, I. 2009). Some argue that capacity development has in the development community is “the engine of human development” (UNDP, 2009). The current crises we are facing such as those related to the economy, food access and distribution, and climate, will need to be mitigated through the design and implementation of strategies to increase the state's capacity, to minimize the impacts of these crises.

For the United Nations Development Programme (UNDP), transformation is an essential part of the capacity development approach. To meet the UNDP standard of capacity development an activity must work with transformation that can sustain and generate over time. The transformation that UNDP suggests goes broader than completing daily tasks, it rather means a change of attitudes and mindsets (UNDP, 2009). According to UNDP’s decade of expertise and knowledge with development models they have seen that local capacity and ownership is something every organization and company should value. The organization sees that financial resources are essential but that in itself cannot sustain human development. They argue that, to address short term needs, technical cooperation is essential, but is often expensive. It tends to put the focus on foreign expertise instead of concentration on the local knowledge and capacity. The key, according to UNDP, to have a successfully developed enterprise or organization, is to generate strong local capacity that has the ability to sustain. Without the locally developed base in an enterprise, any progress can remain illusory and rootless. The progress can be unlinked to the existing capacity and be vulnerable to the complex and increasingly challenges that exists in the today’s world (UNDP, 2009).

The capacity development model by the European Centre for Development Policy Management (ECDPM) is focusing on five core capacities, which are; commit and engage, complete technical tasks/deliver on development objectives, relate to and attract support from stakeholders, adapt and self-renew, and balance coherence and diversity (Wetterberg et al, 2015). A research team that worked with ECDPM developed this framework through a multi-year study fieldwork they conducted. (Brinkerhoff et al, 2010)

This model focuses on the internal endowments and processes within the organization, and their connection to the environment surrounding them. Wetterberg et al, explains the model as “a systems perspective, recognizing that organizations are rooted in specific contexts that influence their capacity, in terms both of constraints and limitations, and of opportunities and synergies” (Wetterberg et al, 2015, p. 968). The interaction between an environment and the organization constantly develops and changes by their own decisions and actions (Aldrich, 2007).

3.3 ECDPM model for capacity development
(1) “Commit and engage” - the first point of five ECDPM suggests as a model for capacity development. It suggests that organizations should mobilize their resources and make room for independent action and motivate their partners. It is also a necessity to exercise, plan and decide on other existing capabilities and have a good platform to work from. The organization's capabilities will help the organization to create its identity, use their staff commitment to work together to reach the organization’s goals. It includes aspects to sustain the organization through
legal and administrative responsibilities, inform of compliance, leadership, accounting systems and planning structures (Wetterberg et al, 2015).

(2) “Complete technical tasks/deliver on development objectives” - the second point and focuses on the level of performance produced by the organization that beneficiaries and clients value. It also focuses on the outcomes and outputs to generate them and make them last over time. This capacity embraces the elements in the organization that work together to meet different objectives and give results. It involves functions regarding service delivery, both technical and logistical, that includes identifying sources of knowledge, funding and labor (Wetterberg et al, 2015).

(3) The third point “Relate to and attract support from stakeholders” is creating and managing partnership and/or connections to leverage actions and resources. It involves building trustful relationships with stakeholders, dealing with politics, competitors, and power differentials. This point focuses on the connection between the organization and their supports and their resources, which is crucial for the organization’s ability to deliver the tasks and objectives that are expected of them and for the organization to sustain itself. The relationship between the organization and stakeholders can help the organization build a platform of being accountable, credible, trustworthy and legitimate. It can also lead to a support to navigate competitive and sensitive situations (Wetterberg et al, 2015).

(4) “Adapt and self-renew” - the fourth point ECDPM in the model for capacity development. This capability is concerning how well the organization can adjust to new, unfamiliar or turbulent situations. It includes strategic management for operations by encouraging dialogues among the staff, enabling learning, revising governance systems, reforming if necessary, or incorporating new practices and ideas. “Adapt and self-renew” involves creating plans for adaptation and modification based on progress from monitoring the capacities, that can be learning by doing, developing resilience and coping with changing contexts, or anticipating challenges and changes (Wetterberg et al, 2015).

(5) The fifth and last point is “balance coherence and diversity” which is the capacity that makes it possible for organizations to keep a flexible equilibrium between degrade and integration in situations where they are collaborating with multiple stakeholders and partners that have different values and interests. It includes balance control, flexibility, development of shared strategies, consistency, harmonizing and integrating actions and plans in complex situations with multi-actors, and coping with cycles of change and stability. It helps control the tensions and keep the focus on the organizational mission and identity at the same time (Wetterberg et al, 2015).

These propositions can be incorporated into a definition of capacity: the evolving combination of attributes, capabilities, and relationships that enables a system to exist, adapt, and perform. The ECDPM study sought through an iterative analysis of the country case studies to identify and clarify the nature of those attributes, capabilities, and relationships. These were grouped into five core capabilities that contribute to system capacity performance (Wetterberg et al, 2015).

The following paragraph is a description of how the theory is understood in this thesis. It uses the ECDPM model as a guideline to better know what to search for capacities in the organizations, what might be their challenges and what in their work is in line with the capacity development theory, to be able to answer the research questions. The theory was used to
develop interview questions and to identify how the organizations are developing their work and their sustainability within the organization, rather than decide if they are sustainable. Sustainable in this case, means whether the organizations are able to preserve the organizational work and practice, rather than if their outcomes are sustainable.

(1) Within the “Commit and engage” area, the structure of the organizations is examined, how the communication is between different branches of the organization and among the workers, and how they work with independent action. The organizational goals and aims is also discussed and how they work to reach them.

(2) Within the “Complete technical tasks/deliver on development objectives” area, the performances of the organizations are discussed. How often they complete the projects they start with and what, according to them, is the biggest challenges to make the organization sustain.

(3) The third area “Relate to and attract support from stakeholders” is discussing the organizations’ ability and strategies to attract new financiers and donors, as well as their relationship and communication with them. The organization's’ relationship to other organization is discussed and how they differ from each other, as well as their involvement with politics.

(4) The “Adapt and self-renew” area is discussing how the turnover rate of staff look like and how it affects the work in the organizations, the staffs’ ability to impact the development and the decisions in the organizations and what kind of educational capabilities and opportunities the staff has.

(5) The last area “balance coherence and diversity” discusses the diversity of founding, and the organizations’ flexibility of working with different actors, and how the founding has varied over the years.
4. Methods

4.1 Case study
Three organizations are studied, so that the capacities, challenges and differences can be compared between the organizations. Three organizations give more scientific knowledge to fill the gap of Swedish ENGOs. It also makes it possible for the organizations to map their own capacities and challenges as well as learning and get ideas from the other organizations.

The framework of choosing the organizations has been non-profit environmental NGOs that are based in Sweden. Non-profit ENGOs are chosen due to the previous research that shows that non-profit organizations have a harder time to be accountable and trustworthy towards collaboration partners and society, when they are dependent on donors to keep their work ongoing (Gent et al, 2015). The environmental focus area is chosen because of the current issues we are facing with global warming and the losses of species, and the important role that NGOs play in discussions and inspiring the society to take responsibility for the environment.

The selection of ENGOs is also based on how long the organizations have been active. This thesis only includes ENGOs that have been active in places for at least one decade so they are established and have had time to develop their organizational work. Insufficient amount of research has been made regarding ENGOs based in Sweden is the reason for the choice of ENGOs.

4.2 Text analysis and secondary data
This study uses text analysis to build an understanding of capacity development as well as investigating the type and amount of articles regarding ENGOs in Sweden. The secondary data is gathered through scientific articles for collect important data for the background knowledge and for answering the research questions. Data regarding the ENGOs are gathered through the organizations’ websites and their annual reports. This sources gives an insight of the achieved work and their aims. Data regarding ENGOs in general is gather through scientific articles to be able to put the results in a broader perspective and see similarities and differences among ENGOs around the world. Secondary data regarding capacity development is gathered to get an understanding of what capacities are and to analyze the results.

4.3 Interviews
The interview questions are developed from the capacity development theory. Capacities that are suggested by scholars and the ECDPM model are research and the interview questions were developed from the five core capacities, “commit and engage, complete technical tasks, gain stakeholder support, adapt and self-renew, and balance coherence and diversity” (Wetterberg et al, 2015). This thesis focuses on qualitative research in gathering the data. Semi-structured interviews are used in this research to gain more knowledge regarding the NGOs that are studied. This interview method is commonly used to explore the experience, the views, beliefs and motivations of participants, individual or groups (Chadwick et al, 2008). This approach allows the interviewer to have a more open form of discussion and to integrate follow up questions into the process, rather than structured interviews which have a strict framework. This method can provide more details about organizational work for example, when discussion can be more open to the participant answers. However, it gives some structure and guidelines to the interview rather than letting the discussion lead itself, such as in unstructured interviews which can have little or no organized beforehand (Chadwick et al, 2008).
Qualitative methods, such as interviews in this case, are known for giving a deeper understanding of organizations or other social phenomena than the use of quantitative methods, such as questionnaires. The longer semi-structured interviews are better in cases where there is little or no knowledge about the studied area, or if more detailed information is needed to inform the academic discussion (Chadwick et al., 2008). Semi-structured interviewing is a method that has the ability to provide a lively picture of the participant’s view on the research area and is an effective method to provide people to share their knowledge and experience (Milena et al., 2008). The interviews help revealing capacities and challenges of the organizations that is not viewable from outside.

The people interviewed in this thesis are high-ranking staff in the organizations. The first one is the Vice President of the board at Swedish Society for Nature Conservation. Second is the Director of a Department at Keep Sweden Tidy. From Friends of the Earth Sweden one of the two presidents on the board and the communicator and fundraising manager are interviewed. These people are chosen due to their positions in the organization as an attempt to involve people with similar positions and also people that have a developed overview of the organizational structure. The chosen people have a valuable overview of the organizational structure, aims and goals, that this research examines. The interviews are conducted one on one and were recorded.

The use of qualitative interviews, and the fact that some questions can be answered differently by another person at the organizations is acknowledge in this research. However, the people chosen for the study are as mentioned before highly ranked people that have a good overview of the organizational work, aim and goals.

4.4 Interview processing

The interviewees were able to withdraw at any time during or after the interview. The interviewees could choose to be anonymous during the process. The interviewees were informed about the thesis and the subject and what the interviews was going to be used for before the interviews took place. The interviewees were then asked if the interview could be recorded. The results were sent to the interviewees after being written to avoid misunderstandings, and changes were made from what the interviewees suggested. All information and recordings were strictly confidential during the study period and were not released until the interviewees agreed. All information collected will only be used in this thesis.

4.5 Interview analysis

The analysis and results are guided by the model of the ECDPM model for Capacity Development. The analysis is made by fully transcribed interviews that is divided into themes which are derived from the five themes of the capacity development theory: 1) commit and engage, 2) complete technical tasks/deliver on development objectives, 3) relate to and attract support from stakeholders, 4) adapt and self-renew, 5) Balance coherence and diversity. The interviews are conducted in Swedish and translated to English.
5. Background

5.1 Non-governmental organizations

What is a NGO?

This thesis starts by explaining what a non-governmental organization (NGO) in general is and what is common for NGOs to work with. As a short introduction to the large operation of NGOs will this section explain environmental non-governmental organizations (ENGOs), which is the type of NGO that is in focus in this research.

The term NGO came into use in 1945 when the UN needed to distinguish the differences between participation rights for international private non-profit organizations and for intergovernmental specialized agencies. According to the Mostashari, all varieties of private bodies can be identified as a NGO, as long as they are separated from the control of the government (Mostashari, 2005).

Nongovernmental organizations (NGO) are, in broader sense, groups of people coming together with shared interests, professional vocations, political goals or other forms of solidarity outside of what the state is providing (Wapner, 2002). According to Karns (2015), NGOs develop to advance different areas such as supporting religious and cultural values, sharing experiences in education, promoting economic interests or undertaking public service (Wapner, 2002). NGOs work to relieve suffering or misfortunes. They can work to change the way people think or act in relation to public issues (Wapner, 2002), perform services that are not being fulfilled by the state, or even step in for a failed state (Karns et al, 2015). NGOs can possess an important role in a society with their ability to acknowledge courses of action that the public authorities neglect (Ciucescu, 2016). NGOs have in the past helped to mitigate water crises and poverty, influenced peace processes, and improved the wealth of millions of people (Gent et al, 2015). However, scholars of international relations have for decades discounted the NGOs activities as they indicate that these actors lack power compared to the states (Wapner, 2002). Some researchers argue that observations of their accomplishments show that they are often temporary and small, and that organizations produce non-binding agreements that dissolve “almost as quickly as they were produced” (Gent et al, 2015).

Many scholars discuss the accountability of NGOs, their dependence on donors and their reputation to the society (Gent et al, 2015), but there have been less discussions about the role and power of NGOs in the society (Boström et al, 2010).

The focus of this research is on three ENGOs: Swedish Society for Nature Conservation, Friends of the Earth and Keep Sweden Tidy. All three work with protection of non-human world in various ways and are non-profit organizations. The mission of ENGOs in general is to protect the non-human world to a certain extent, and their members share the concern they have about the degradation of land, air, water, diversity of species and the interface between the natural environment and the human being. Environmental NGOs can come in different shapes and varieties, in regards to level of engagement in policy, geographic focus and ideological orientation (Wapner, 2002).

To further explain Environmental NGOs (ENGOs), they have been protecting and maintaining the well-being of the environment for more than a century and have increased in number as they have contributed to addressing the growing concern with the ecological health of the earth.
The environmental issues are widely known around the world and are now capturing people’s attention more than in the past. People in both developing countries and developed countries know about the problems and the discussions has increased around the globe. (Wapner, 2002). For example, Davidson et al (2016) notes an explosion of the number of ENGOs in North America in the 1970 and 1980s. This is argued to be an effect of the increased concerns regarding environmental problems and the recognition of the needs to act improve the action of humans (Davidson et al, 2016).

According to Star (2012) ENGOs have become more professional and more bureaucratized (Star, 2012). Part of the world, such as china for example, are facing environmental challenges that involves water and air pollution, large-scale desertification and high emissions of greenhouse gases. In dealing with this challenges, ENGOs have become important in their work of protecting the nature. Several ENGOs are involved in both development and environmental fields and are addressing the issues of the fields at various levels. (Wang et al, 2016). ENGOs have previously played a key role in linking a various kinds of knowledge. Sometimes, according to Davidson, ENGOs have been working as citizen scientists and have maintained and collected information regarding water-quality. They have worked as translators between worldviews and languages of citizens, politicians and technical experts (Davidson et al, 2016). Davidson states that “Thus, ENGOs are serving as a bridge between actors, and are breaking down barriers across scales and between different types of knowledge” (Davidson et al, 2016, p. 63)

5.2 Case 1: The Swedish Society for Nature Conservation

Introduction

The first of the three NGOs that is interviewed and analyzed in this thesis is The Swedish Society for Nature Conservation (SSNC). Here is a background story of the organization, what it works for and what it has accomplished.

It was founded on May 16th in 1909 by a group of engaged citizens. The organization is free from religious and political party affiliations and todays is Sweden’s biggest and oldest environmental organization with over 224 000 members in 2016. It is spreading knowledge, recognizing threats to the environment, influencing and coming up with solutions to impact on authorities and politicians, nationally as well as internationally (Naturskyddsföreningen, 2016). The organization has in total 270 community branches spread out in Sweden, there is one in almost every county. The groups are independent in their operations and their work can therefore differ from group to group. The local groups are often addressing and trying to impact the local environmental issues and discussions regarding their specific region. This involves organizing courses, debates, expeditions and other activities for the local population. The local groups have their own board of directors and organize their own operations and focus of work. Aside from their independency, all groups are supported by bigger county branches. There are 24 in total and they are working with general environmental questions regarding the whole counties, as well as organizing educational courses for the community branches (Naturskyddsföreningen, 2016). The Swedish Society for Nature Conservation has also been the driving force for making several areas in Sweden into national parks, including Abisko, Sarek, Hamra and Gotska Sandön (Naturskyddsföreningen, 2016).
Area of work

The Swedish Society for Nature Conservation works to pressure politicians, inform citizens, and influence legislation regarding environmental issues. Through its organized debates, conferences and seminars, and its own published magazines, press materials and books, it has been the environmental organization that has been most influence for decades. The organization has five prioritized work areas at the national and global levels. These include climate change, forests, environmental toxins, agriculture and seas and fishing. It has also worked on a species conservation project for many years. The project has included the white-tailed eagle, the peregrine falcon and the white-backed woodpecker (Tynong, 2015). This section shows the organization's identity by explaining its area of work and interests, which is one of the suggestions from the capacity development model from the first point “Commit and engage” (Wetterberg et al, 2015).

Within the agricultural area, the organization works to increase the strategies and management control measures to increase for organic production at farms. It wants to impact the politics, nationally and at the county level to develop a Swedish organic agriculture. It works to introduce more people to reduce their meat consumption and increase vegetable consumption, as well as encourage people to choose organic products through providing them with more information. It works to preserve farmland, its exploitation to sewage sludge should end and its quality should develop further. The organization also works to establish agricultural politics and other management control measures to give compensation to organic services which includes promoting biodiversity and forcing polluters to pay for their damages. It strives to get half of Sweden’s agricultural system to produce food with only organic matters by 2030. It also strives for an increase in organic farming around the world through stimulating and strengthening networks on local, regional and global levels (Tynong, 2015). This shows the organization's strategy to relate to its stakeholders and partners. As well as one of the ways it communicates with its supporters, through spreading information. This might be related to the third point “Relate to and attract support from stakeholders” that is suggested on the model (Wetterberg et al, 2015).

Among other work that the organization has previously done regarding agriculture is its work with the two campaigns, “Gröna Gaffeln” (The Green Fork) and “Byt till Eko” (Change to Eco) where it communicated the importance of eating more vegetables, which contributed restaurants adding vegetarian choices on their menus, which is another way for the organization to interact with various kinds of actors that is impacting the society. It also included bringing reports forward regarding organic food production, publishing a book in 2003 “Jorden vi äter” (The earth we eat), and influencing agricultural politics, all to increase the organic production and consumption. The information was spread on the organization’s website, on social media, and through active members that conducted surveys in stores and created seminars (Tynong, 2015). This shows another one of the organization's strategies to show itself sustainable and keep the connection to its supporters, as suggested in the ECDPM model (Wetterberg et al, 2015).

The organization has increased the global perspective on this matter through a report about the production of pineapples in Costa Rica and through “Miljövänliga vecka” (The Green Week) that was hosted in 25 different countries by 39 organizations. That campaign has contributed to an increase of the sale of organic products with an average of 13 percent and in the production of materials for schools and study circles about the environment and food. The organization has also arranged a campaign about highlighting the biodiversity “Ängens dag” (The meadow’s
day) and increasing the understanding of its importance in agriculture (Tynong, 2015). The organizations connections and contacts internationally as well as in Sweden, might increase credibility, accountability, how trustworthy and legitimate it is, as suggested in the third point of the model (Wetterberg et al, 2015).

The organization works to influence the politics and make Sweden a leading country regarding climate change. It wants to reduce the greenhouse gases to close to zero by 2030, and works for a fast reduction of emissions due to human consumption. It wants to enforce legislative demand, a bailout of environmentally damaging subventions and instead give economic support to renewable energy sources to make a fast transition to a system that is more sustainable and effective. The organization wants to develop and increase public transport and build more bike paths to decrease the use of fossil fuels for transportation. Lastly regarding climate change, it wants Sweden and other countries to take responsibility in the political questions on climate change at a global level and work for an increase of renewable energy sources for humans in developing countries (Tynong, 2015).

Within the focus on climate area the organization works with the power of consumers and influencing the politicians. Their label “Bra Miljöval” is available for transportation and electricity and heat, and the organization has published several articles that have been disseminated to the public as well as used in debates. (Tynong, 2015). This can increase the SSNC accountability and legitimacy as an organization (suggested in the capacity development model (Wetterberg et al, 2015)). It has also arranged several conferences with climate transition as a theme, such as “Höstkonferencen 2012” and “Höstkonferencen 2013”. Through the organization’s branches and groups, it has the possibility to be represented on all levels in politics, in different ways. All the groups in the organization contribute to influencing important decisions in communes, counties and throughout the whole country (Tynong, 2015).

The organization works to pressure the implementation of sustainable fishery without harmful methods in EU, as well as globally. It will enforce well-structured and clear regulations regarding water management and fodder fishery, so it will be sustainable and not endanger the current ecosystem. The Swedish Society for Nature Conservation works to increase the number of protected areas through effective regulations and create paths for fish to travel. This will save valuable water ecosystems and create opportunities for damaged systems to redevelop. Through working with information and spreading of such, the organization hopes to end the consumption of endangered fish and decrease the addition of nutrients, waste and environmental toxins in the Baltic Sea (Tynong, 2015).

The organization has improved the politics when it comes to fishing and has created demand for a sustainable fishing quota that was based on scientific research (Tynong, 2015). It had a two-year campaign that improved the engagement about the fishing and the seas questions among the society. It also challenged the consumption of unsustainable farmed fish such as, kings prawn, deep-sea fish and eel. “Anti-Scampi” was a part of this campaign. Due to dams and hydropower plants the salmon and eel species has decreased, although the organization’s “Bra Miljöval” has contributed to a restoration of free swimming paths and living environment for fish (Tynong, 2015). The organization has recognized the problem with all the toxins in the seas and has in collaboration with other organizations developed a report that revealed a high level of harmful chemicals in fish food. The organization has also highlighted, by its volunteers and members, the connection between beauty products and all the waste in the seas, and the ecosystems in the water (Tynong, 2015).
Through spreading information, the organization wants to create an increase of understanding among the citizens regarding the connection between environmental hazards, health and nature. It also wants to adjust and limit the hazard chemicals, on a national and international level, that children are surrounded by in their normal life. The organization will also work to sharpening REACH, which is the EU’s constitution for chemicals and an adaptation of such, as well as improved information to consumers about harmful chemicals and providing information about alternatives (Tynong, 2015).

The organization has previously worked with spreading the knowledge regarding the problem with hazardous chemicals and encouraging citizens to question the use of these chemicals in their products. This has been done through education and disseminating information to suppliers and producers, as well as other interested partners. Several preschools, communes and politicians realize the problem with hazardous chemicals in preschools and that it needs to be addressed quickly. Many communes in Sweden are now working for a hazards free school environment. In 2012 new criteria was developed for “Bra Miljöval” and in 2013 a ban for bisphenol A/S and PVC was inserted for products in grocery stores (Tynong, 2015).

The organization wants to achieve a new policy for forests that can help the government to meet their environmental goals. This would include that rules about forestry will appear in Sweden’s environmental code. The organization also wants to increase the time spent in forests for children and youth at school time as well as during citizens’ free time. The hope is that more exposure to the forests will increase the understanding and value of forests to the environment and human well-being. It wants to increase the protection and maintenance of valuable forests, that the local societies in the global south are able to keep a sustainable forestry and that the expanding of uniformed forests will be limited. The organization also works for a total adaptation of the environmental directives from European Union in Sweden (Tynong, 2015).

Until now, the organization has focused on the shortage of forestry policy, and adaptation of certificates and legislation. This has been done nationally through reports and debate articles. The organization has documented and informed the public and other interested stakeholders about valuable forests and has tried to give an overview of the forestry policy. It considers the social and the economic value of the forest as equal. The organization developed a proposal for forestry policy based on the knowledge of experts in the organization and their views about how to better address the sustainability of forest management in Sweden. The organization’s workers did propose a fee for paper use, both an attempt to reduce the paper consumption and also as a source of finance for future productive forests. The organization’s project “Skogen som klassrum” (The forest as a classroom) has educated over 4 700 pedagogues in the value of forests and the work continues. Its global work within forestry includes its collaboration with other organizations in Africa, South America and Asia that work with environmental preservation of resources (Tynong, 2015).

The Swedish Society for Nature Conservation is the largest and oldest environmental nonprofit organization in Sweden making it an ideal choice as a case study for this research. It has existed for over 100 years and its membership base and community support continues to grow to support successful projects and campaigns that contribute to the conservation of Sweden's natural resources. (Naturskyddsföreningen, 2016).
5.3 Case 2: Friends of the Earth Sweden

**Introduction**

This is a section that tells the background story of the second ENGO examined in this study. Friends of the Earth Sweden (FoES) is a Swedish non-profit environmental organization that focuses on the environment and solidarity. It is religiously and politically independent and “Promotes the equitable distribution of the earth’s resources, peace and ecologically sustainable and humane society in which animals covered by the respect, compassion and respect.” It is working for gender equality, democracy, cultural diversity, as well as civil society cooperation. (Friends of the Earth Sweden)

The organization is a branch of Friends of the Earth International (FoEI) that was founded in 1971 by four organizations from the USA, France, England and Sweden. It is today the largest network for environmental work on grassroots level and have 75 national member groups. It has stated that it also has around 5 000 local groups on every continent. In total, it has today 2 million supporters and members over the world and is dealing with the most urgent issues about the environment and the society. The now 75 Friends of the Earth (FoE) groups have all together employed around 1 200 staff members. It “challenge[s] the current model of economic and corporate globalization, and promote solutions that will help to create environmentally sustainable and socially just societies.” (Friends of the Earth International)

**History of Friends of the Earth International**

A smaller international Secretariat was set up in 1981 by only volunteers from the beginning. By 1983 the workers elected an Executive Committee to overlook the issues they worked with and the organization had reached 25 members. In 1986 the organization had 31 members from around the world and the Annual General Meeting (AGM) was hosted by FoE Malaysia for the first time. All of the members were fully engaged and involved in the debate regarding the environment and could clearly see the need of a lifestyle change and a change of consumption patterns in the northern countries. In the year 1985 members from Europe decided to start a regional coordinating body aside from FoEI that came to have an office in Brussels. FoE Europe had a pioneer program set up to empower the environmental movement in the eastern part of Europe. The AGM decided in 1994 that the cooperation internationally should develop further which the organization wanted to do through developing an agenda with their common goals and points of view within cohesive framework. This agenda has been developed and more clear over the past years and has been applied in different projects, campaigns, publications. (Friends of the Earth International) All the 77 member (Friends of the Earth Sweden) groups that FoE has around the world are together working with campaigning locally, nationally and internationally for a better planet. Inspiring and educating people to protect the environment and to build sustainable societies. It has both activism in grassroots level and the ability to have campaigns internationally and nationally, which is considered important for sustainable development within the environmental area. (Friends of the Earth International)

**Friends of the Earth Sweden**

The work that Friends of the Earth Sweden is doing can be divided into six core committees or focus issues: democracy and the economy, climate and energy, food and natural resource management, protect the rainforest in Latin America, and Swedish forestry and traffic. These
committees all work on different particular causes and are crucial to develop a sustainable, just, and humane society. The core committees are shared with Friends of the Earth International although, their work can slightly differ in some cases. The work in the different committees consist in holding workshops and seminars, developing facts, demonstrations and actions, and organizing meetings with policy makers. (Friends of the Earth Sweden) The organization has local groups in many locations around Sweden which makes it possible to engage in local environmental questions and participate in campaigns and organizing activities. This indicates some identification of the FoES’s area of work and how the organization has mobilized its resources, as suggested in the capacity developments model’s first point “Commit and engage” (Wetterberg et al, 2015). These groups are located in: Alingsås, Falun, Göteborg, Helsingborg, Hudiksvall, Malmö/Lund, Norrköping /Skärblacka, Stockholm, Alternativ Stad, Umeå and Uppsala. The following section describes what Friends of the Earth is doing within the committees:

**Democracy and the Economy**

One thing that pervades the operations of the organization is working with democracy, the environment and solidarity. It is promoting and working with empowering indigenous people in exploited areas and teaching them about their human rights. The organization claims that this is crucial for the protection of rainforests from destruction, for example. Some of these indigenous groups need to be provided tools and strategies for how to demand their human rights.

The organization claims that there is a current wave in the world of privatization of common goods, such as welfare and water and other resources from nature, instead of having the market control them. (Friends of the Earth Sweden) The organization is arguing that if a conversion of societies is going to happen, an increase of democratic participation and influence is needed in economic and political decisions, as well as voting to have the market to control the commons and not having it privatized. Today, the water system in local areas are managed and owned by multinational companies and big parts of forests are sold out and planted genetically. (Friends of the Earth Sweden)

**Climate and Energy**

Friends of the Earth demands climate justice for everyone, although it is specially targeting the world's poor countries. Historically the poor countries are the ones that have not contributed to the greenhouse emission but are the most affected by climate change. The organization’s proposed solution, is to promote a fair and equal distribution of the resources on earth and develop more opportunities for the poor countries, at the same time as richer countries would have to reduce their emissions (Friends of the Earth Sweden).

Friends of the Earth’s energy goal is to transfer Sweden’s energy to hundred percent renewable energy sources by 2030 and to reduce the country’s energy consumption to two-thirds compared to year 2010. It is working with a conversion of energy, away from fossil fuels and nuclear power to energy that is renewable. It encourages Sweden to continue working with opportunities for other countries to be able to use renewable energy resources for their basic energy needs. It pushes for a decommission of nuclear power and is against all plans of building new nuclear reactors in the world. It is spreading knowledge of the importance of investing in renewable energy so it gets more support for developing energy sources. Friends of the Earth
argue that the technology already exists, but what is missing is the investments (Friends of the Earth Sweden).

**Food and Natural Resources Management**

Another of Friends of the Earth’s focus areas is food and natural resource management where it is working with issues such as supporting local farmers, protecting natural resources, changing corporate power and supporting collaborative value chains. (Friends of the Earth Sweden, 2010)

It pushes for the importance of letting the knowledge of local forestry experts and farmers be recognized and to give them power and opportunities to be able to take decisions about natural resources. The organization argues that the local workers must have the power and right to influence conditions, both political and economic, about natural resources, but also to manage natural resources themselves. The organization is working to stop the exploitation of natural resources that happens when the natural resources are becoming a commodity through deregulation. It wants to protect the natural resources from the abuse by major economic interests.

Friends of the Earth is working towards giving countries the power and rights to manage their own natural resources and wants to limit large corporation power over the resources of poorer countries. It wants public controlled businesses and municipalities to have the opportunity to promote and choose good quality of food in the area, and to have a collaboration between producers and consumers through the value chain. This way, it hopes to be able to protect the public health and the environment. It also argues that an interaction between the country and town, for example, preparing and eating meals together, can contribute to a good life. The organization has recognized a movement in the south and the north, when natural farmers in different areas have started to realize and see themselves as victims regardless of their location in the world. The organization sees this as a step forward and hope that a movement among these farmers can help to save the planet. (Friends of the Earth Sweden, 2010)

**Protection of rainforest in Latin America**

For over 20 years Friends of the Earth has been working in Latin America with protection of rainforests. It works in collaboration with two local grass root organizations in the country. “Altropico” located in and Ecuador and Colombia and “Kanindé” located in Brazil. Both of the organizations work with keeping the close cooperation between local communities and the rainforests. Due to Friends of the Earth collaboration with these organizations, it is the only organization in Sweden working to protect Brazil’s rainforest on a grass root level. Through the local organizations around the rainforest, it is working to empower and strengthen to communities, providing them with tools to exercise their human rights and organize themselves which can lead to an ability to influence the decision makers. This work can contribute to create opportunities for the workers to support their families it also works to strengthen women’s rights and to increase the number of women in decision-making positions in both local and indigenous communities. Friends of the Earth is also working to inform people and help them advocate in the form of exhibitions and lectures about the rainforest. The organization has internships in Latin America since 2012 to engage businesses and highlight international projects. (Friends of the Earth Sweden)
Swedish Forestry /Forestry

The Friends of the Earth’s committee on Sustainable Forest Management is promoting the forestry in Sweden to adapt to practices within forestry that are more sustainable. The organization believes that a change in the methods that are used in forestry is needed to reach the environmental goals from the government. The goals from the government to achieve before 2020 includes to “promote human health, protection of biodiversity and the natural environment, taking advantage of the cultural environment and cultural heritage, to preserve long-term ecosystem productivity and ensuring good management of natural resources” (Friends of the Earth Sweden)

Traffic

The traffic area is the organization’s sixth area of work. Friends of the Earth has their own committee that covers questions regarding traffic. The goals for the committee is to contribute and build an opinion in the public sense for a more sustainable society through decreasing flights within the country, reducing the car traffic, increasing the gender perspective in the traffic questions, and increasing the public transportation network. (Friends of the Earth Sweden)

Collaboration partners:

Friends of the Earth has started Klimatinformatörerna in 2009 as a part of outgoing work. This branch aims to create interest, spread knowledge and create engagement in youth regarding climate issues. The organization is doing this through organizing workshops about climate justice. (Friends of the Earth Sweden) This might be seen as a strategy for the organization to be seen more in the society and keep the contact to their existing supporters as well as relate to new ones. This can be related to the “Relate to and attract support from stakeholders” point in the capacity development model (Wetterberg et al, 2015).

Friends of the Earth Sweden is collaborating with other organizations and actors, Friends of the Earth International and Friends of the Earth Europe, but also organizations like Latinamerikagrupperna, Gemensam Välård, Tågupproret and studiefrämjandet. The organization is also responsible authority in SwedWatch, MILKAS, AirClim, Färnebo Folkhögskola and ChemSec.

Friends of the earth Sweden is the Swedish branch of Friends of the Earth International which is the world’s the largest network environmental work with its 75 member groups. Since this organization, as well as the Swedish Society for Nature Conservation, is a non-profit organization with branches in Stockholm it is a good case for this thesis. It is focusing on democracy and climate change, forests and seas as well as the traffic questions. (Friends of the Earth Sweden).

5.4 Case 3: The Keep Sweden Tidy

Introduction
This section is describing the story of the third and last organization examined in this research. The Keep Sweden Tidy foundation is a nonprofit environmental organization that has its origins from 1963 when the Swedish Society for Nature Conservation started a campaign called Keep Nature Tidy, which later in 1983 turn into the organization “Keep Sweden Tidy Foundation.” It was founded by Returpack and the Swedish Environmental Protection Agency. The organization works to promote recycling and reuse, and to prevent litter in the society through creating public campaigns, creating awards, and having education about the environment. The organization works to promote sustainable development through its work to influencing people’s behavior and attitudes. Its logotype, introduced in 1963, is symbolizing unspoiled nature and clear water and shows a spruce forest being reflected in a lake (Håll Sverige Rent, 2016).

The organization’s mission is to have a litter free society in Sweden. Through its projects, education and certifications, it tries to achieve its goals and reduce the environmental impacts of both businesses and individuals. One of the important goals within the organization is to control its own environmental impacts. Therefore, it has since 2001 been working (Håll Sverige Rent, 2016) with The European Union's Eco-Management and Audit Scheme (EMAS). The EMAS is a scheme managed by the European Union for companies and organizations with an aim of encouraging actors to take responsibility for its impacts on the environment, and to reduce its harmful environmental impacts in a way that is voluntary and self-regulated (Honkasalo, 1998). Through EMAS the Keep Sweden Tidy Foundation puts up new goals each year to support its environmental improvements. According to the organization, the largest impacts it has are the printed matters, purchase of products and services and the travels, which it works to reduce with the help from EMAS (Håll Sverige Rent, 2015). The collaboration between the organization and EMAS implies that the organization is mobilizing its resources and focusing on its existing capacities as suggested in the point “Commit and engage” (Wetterberg et al, 2015).

Area of work

The organization has four focus areas that guide its work as well as identifying the organization (as suggested in the ECDPM model), which are Land, Sea, Opinion and Preschool and School. Within these areas there are campaigns and collaborations with different actors in the specific sectors. “Håll Västkusten Ren” (Keep the west coast tidy), “Spökgarn och skräp på havets botten” (Fishing nets and waste on the sea bottom) and BLASTIC is three of the organization’s projects within the sea area. The first mentioned is an expedition it had together with the Swedish Armed Forces, where the workers cleaned up the coastal area in the west in September 2015. Together with the Armed Forces it reached a place it would otherwise not have access to, and gathered 201 bags of waste, 30 plastic boxes and other scrap-metal and toxic waste. Earlier in 2014 they had their first collaboration with each other in the project “Clean-Up Kebnekaise” where Keep Sweden Tidy representatives went hiking to remove litter left by other hikers, while the Armed Forces gathered waste from a plane wreck from 2012 (Håll Sverige Rent, 2016).

The organization is constantly working to increase its knowledge regarding the yarn net and other fishing tools coming from professional fishing, among others, that are not floating around in the sea, both in the bottoms and on the surfaces. The lost, dropped or left tools can be dangerous for all life in the seas. The organization completed a project in 2015 where it dived to a wreck outside of Ystad to gather information regarding yarn net and to clean it up. It had a similar project in 2014 to a wreck on the southern coast where it gathered a total amount on 4
470 meters of yarn where thousands of fish were trapped without any cause. To acknowledge the sources of all the waste that comes from the cities to the sea, the organization is the driver of a EU-project together with other organizations and communes. The project is running between 2016-2018 (Håll Sverige Rent, 2016). The organization’s work to increase its knowledge within yarn net and other litter from professional fishing can be connected with several suggestions from the ECDPM model. First, the organization is works towards its goals with littering which is improving its identity. Secondly, with increased knowledge in the organization it develops a better platform to work from (Wetterberg et al, 2015).

Within its aim to clean up in the country it has projects where citizens’ voluntary picks up litter, guidance for communes and eco-labels for events. People themselves can attend and choose when they want to go through with the event. They are then able to receive materials and tools from their commune that originally comes from the organization. In the beginning of 2016, 584 692 citizens joined the project. The communes are, aside from the materials from cleaning up, receiving guidance for working strategically for a decrease of littering. The organization has tools and different methods that can help to measure and map the litter, and it is advising some operations against littering as a support for the communes. In the same way it is working with the communes, to support, guide and promote different events in order to for them to be more sustainable. The Keep Sweden Tidy Foundation has since the start in 1999, certified hundreds of events. The organization provides advice for the event planners and gives them a checklist that contains 47 bullets points. A few of them are: planning and communication, waste and littering, transportation, food and beverage and energy and climate (Håll Sverige Rent, 2016).

The organization has a certification for schools and preschools called “Green Flag” (Grön Flagg). The certification offers tools for them to develop a long term work for sustainable development within schools and preschools. The organization believes in growing a belief in the future and power of action in youth and children is important for the future challenges. The tools it gives focuses on solutions that includes the children and youth in the work of change. (Håll Sverige Rent, 2016) In 2016, 2 600 schools were involved with the Green Flag, which is the Swedish branch of organization for Environmental Education’s Eco-Schools (Foundation for Environmental Education). The organization also works to develop set-ups for classes that includes the current environmental goals. It can involve letting the children make their own cleaning system for water, work with topics or pictures that can teach them about the importance of biodiversity or make short-movies about how to safely spend time in the sun.

The organization works with schools and communes to educate people in environmental questions and littering with a pedagogical viewpoint. It also works with creating methods to prevent, measure and remove litter around the country, in both cities and the countryside. Litter can cause several problems in a society, such as a spread of unnatural substances in nature that can negatively affect animals. It also costs money for the municipalities when it has to be cleaned up and it can also affect the tourism and the value of buildings negatively. The organization points out that litter is rejected waste that should be reused or recycled, which is not the case when the litter is disposed in the nature. It believes that a litter free society is a platform for a sustainable society (Håll Sverige Rent, 2015).

The last focus area is about creating debates, discussions and attention regarding the organization’s focus areas and issues around them. It is also writing letters of referral and are often consultative bodies for legislative proposal and investigations. It is working actively with creating attention regarding the litter discussion and is contributing with debate articles. The
organization is also paying attention to events around the country that are taking environmental responsibility by giving out several eco-labels. It points out that the Keep Sweden Tidy Foundation is the only non-profit organization in Sweden that treats littering and its consequences (Håll Sverige Rent, 2015).

The Keep Sweden Tidy foundation is a nonprofit environmental organization which has been an organization since 1963. It is based in Stockholm but operates in the whole country of Sweden and has international collaborations. It is established and well known for a large population in Sweden and has held several campaigns with positive outcomes. It focuses on keeping Sweden tidy from litter, it both organizes events to clean up areas and works on litter prevention (Håll Sverige Rent, 2016).
6. Results

The following section presents the results of the text analyses, secondary data and the qualitative interviewed with representatives from the organizations studied. The result is analyzed through the capacity development model.

6.1 Case Study 1: Results from Swedish Society for Nature Conservation

6.1.1 “Commit and engage”

The Swedish Society for Nature Conservation (SSNC) is divided into 1 country union, 24 county branches and 270 community branches. Every branch, the country union, the county branches and the community branches, has their own board of directors (The representative from the SSNC). The community branches are divided under the county branches and are freestanding and are their own juridical operations and therefore do not have any requirements regarding their work towards the county union. The unions have a “normalstädga” (normal set of regulations) they can recommend to the community branches to follow, although they can decide themselves if they want to follow this or not. There are several local variations in the branches, with some projects added due to a unique local value (The representative from the SSNC). This might contribute to independent action among the local branches, which is one of the suggestions to capacity development (Wetterberg et al, 2015).

One example of independent action from the local branches is by the branch in Falun, Dalarna. It worked with refugees in the fall last year, when there was a larger increase of immigration (The representative from the SSNC). They worked with language practice for newly arrived immigrants, both indoors and outdoors in the nature. The representative interviewee from the organization presented the organization’s three fundamental values that make up the platform of all the organizational work. They are save the life of nature, protect humans’ health and promote global solidarity. The board is developing operational guidelines “Verksamhetsriktlinjer” every fourth year that they are promoting to all the branches in the organization. The guidelines present their values, what they should work for and what the organization has previously accomplished (The representative from the SSNC). The guidelines are building on the organization’s local capacities which is a crucial part of capacity development (Bolger, 2000)

Most of the branches work with the value save the life of nature. It can be through expeditions, inventories or establishing valuable nature areas when building constructions are planned (The representative from the SSNC). Save humans’ health focuses mostly on addressing chemical usage such as, toxins in preschools, inventories in stores and a new project about cosmetics. The new project is targeting youth and is informing about cosmetics and hygiene products, what chemicals they contain and how they are affecting the skin. This area can also involve health maintenance such as being in nature and hiking, although that is not as common as working with removing chemicals. Many branches work with global solidarity through solidarity labelling such as supporting fair trade and encouraging people to use their power as a consumer (The representative from the SSNC).

It can be hard to specify what the Swedish Society for Nature Conservation is, due to the diversity of work areas among the branches. The organization is therefore working actively to spread the common operational guidelines among the branches and encourage them all to work for the same goals (The representative from the SSNC). The county union board is promoting, supporting and educating the branches so they will work with the guidelines as their platform.
(The representative from the SSNC). This, among other capacities, can conclude that the SSNC continuously works to have a strengthened platform and increase its understanding to get a clearer goal for the organization, an important suggestion for capacity development (Bolger, 2000). The guidelines include their five work areas; agriculture, seas and fishing, climate change, hazard chemicals and forest. The representative claims that, even if there are many workers at the secretariat, they do not have the possibility of focusing on all five areas at once. The workers at the organization usually have two campaigns each year. At this moment they have one campaign “Klimatmaxa” (Climate Max). The campaign has slogans like “veggopepp, cykelchock, solrevolution and tågboom” and is regarding travel, food and energy (The representative from the SSNC). The representative talks about the campaign:

“We are always trying to be (...) solution oriented and are not negative, and say “Don’t go by car” we never say that. Instead we always say “Take the train more, bike! Good for the health, good for the environment.” - The Vice President on the Board

They aim to find something that touches people, to make them feel affected in their everyday life. If the one-year campaign is not reaching the level of visibility or affect that they wished for, or if they feel that they have more to give, they have previously decided that the campaign can continue on an extension (The representative from the SSNC). In addition to the organization’s fundamental values, there are three strategies too, feeling for nature, green power of consumers and political impacts (The representative from the SSNC). Within capacity development, it is important to find different ways and strategies to communicate to others (Goergens et al, 2010), like SSNC way of including feelings into their communication. The organization is striving to have these three strategies embedded in every organized campaign, for example, power of consumers in “Klimatmaxa”. One example the representative had for consumers was to choose the train, to choose solar power or to choose secondhand clothes, as a means to control where their money is invested as a consumer (The representative from the SSNC).

The organization has a clear organizational leadership, responsibilities and accountability with its democracy and division of work. This is other capacities important to develop an organization (United Nations Development Programme, 2015). The Swedish Society for Nature Conservation is a democratic organization and similar to a parliament and a government. The organization’s policy is decided by the county’s board of directors with help from the organization’s experts (within their fundamental values). Their proposal is later sent out to the county and community branches who have a certain amount of time to comment it, whether it should change or not, before it goes back to the boards of directors, and the policy is made. The organization is democratic, political but foremost party-political free (The representative from the SSNC). Here comes a statement from the SSNC representative, regarding its political involvement:

“Some people say “be less political” “No never” Because then we can impact anything” - The Vice President on the Board
The representative at the organization was stating that the organization is open when it comes to new challenges and new topics to work with, at a country union level. However, on a local level it can vary more and depend on the knowledge and the confidence within that local branch (The representative from the SSNC).

It is optional for the community branches to follow the organizational guidelines, but a branch needs to be democratic and send an annual report to the country board to get funding for their operations. The country union, other than earlier mentioned, do not have any demands for the local branches (The representative from the SSNC), which implies community action (Wetterberg et al, 2015). However, it has a palette with materials, such as education material, press releases and posters, from earlier campaigns and projects for the branches to use. The material is from events and projects like “Antiscampidagen”, “Cykeldagen”, “Naturnatten” and “Ängensdag” (The representative from the SSNC). The material is developed and produced so it will be easier for the local branches to have projects and events themselves. One of the successful events the branches have had is “Klädbytardagen” (The Clothes exchange day) which grows bigger every year (The representative from the SSNC). The organization is well organized with its palette of finished materials which can be applied in other occasions, this tells about good monitoring skills and good documentation (United Nations Development Programme, 2015).

6.1.2 “Complete technical tasks/deliver on development objectives”

The representative states that the projects the organization has had is more or less completed (The representative from the SSNC). The organization has bosses, project leaders, and employees for specific projects which gives a better control over projects on the country union level. There have been a few projects that has been misjudged and have not been finished (The representative from the SSNC), which makes the organization more accountable to other actors (Wetterberg et al, 2015). One example that the representative brought up was cases they could not control themselves, when they have sent out questionnaires to counties that have not responded (The representative from the SSNC). Cases where they have done what was expected but did not turn out as well as planned, although, they better know how not to do in upcoming situations. The representative stated that they, in the country level do not have knowledge of how the communities work is turning out. However, if they are applying for funding through the country union, the local branches need to report back to the them how the projects turn out (The representative from the SSNC).

Other important capacity in an organization is to identify its challenges (Wetterberg et al, 2015). What can be, according to the representative, one of SSNC’s challenges is to attract volunteers. It was stated during the interview that many around the organization thought that it was challenging to get volunteers overall, while the representative stated that another challenge is to get members to the boards. The representative argued that they have had a good amount of people for both clothes exchange days, for inventories in stores and people to inform one day, but harder to get people to commit to come to a board meeting one time each month during a period of one or two years (The representative from the SSNC). The democratic structure is harder to keep due to the challenges to attract volunteers to the board. The current structure of how the board meetings is held has not developed as much as it could have. One example, stated by the representative, is that they have not digitalized the board’s work (The representative from the SSNC).
The representative had ideas to develop and modernized and attract more people during the interview, that included having an exciting lecture for about 20 min about a current issue, or cook food from different cultures, that could make the meeting more interesting to attend (The representative from the SSNC). This proves that the organization has the ability to develop and change the organization’s old capacities and strategies, which is according to Bolger (2000) is an important capacity, “eliminating old or inappropriate capacity” (Bolger, 2000). Other issues with the meetings the representative brought up was that no information was sent out before the meeting and the agenda was a bit loose (The representative from the SSNC). The board have also had issues with shortening of words in the meetings. That older members of the board have used shortenings for words, and other expressions, that the new members do not know and have therefore not been as included and welcome as they could have been in the meetings. They are now working to have a more included language at meetings. To save and work for the democratic structure in the organization the representative argues that it needs to develop and be more attractive, since that is where the decisions and being made that brings the organization forward. They are currently working on these issues and it is stated that they do have an active mind set of their collectively work (The representative from the SSNC).

6.1.3 “Relate to and attract support from stakeholders”

The organization has 224 000 paying members, and a minimum of 10 000 of them are active inform of attending events and campaigns (The representative from the SSNC). The organization has weekly emails people can sign up for on their website. The emails tell the latest news about the organizational work, new campaigns, world news and debate articles. The organization has people with an higher degree and are specialized in the organization’s focus areas. They are doing deep research within these areas and writing reports that are available for the society through internet. The reports can address various issues, farming in the South or energy consumption. The organization also produces debate articles in both local and national newspapers (The representative from the SSNC). Articles written about wolf, has been published in local newspapers, while articles addressing politics or chemicals have appeared in larger newspapers. The organization has also appeared in “Agenda” on SVT when bigger questions has been discussed. The organization also works to create news about their campaigns and other projects, one of them is their “Fågelholsks-SM” (Nesting Box-SM). That projects are due on a yearly bases and is engaging many school classes, where the organization have the opportunity of spreading the knowledge and information regarding the lack of habitation for birds in nature. The volunteers also have another project about taking care of the animals in the cities. A way for the organization to be seen by the society, do something creative that puts people into action as well as spreading a message (The representative from the SSNC). One of mostly clicked post it has on its Facebook page is “5 food supplies to change to organic” (potatoes, coffee, grapes, meat and milk) which is a fast and simple way to send a message and easy for the observer to receive. Due to the its popularity, several supermarkets have followed the idea. The organization always want to be a teaching actor in the society (The representative from the SSNC). These are other strategies and ways for the organization to communicate with the society, that makes the organization develop and be seen by a larger crowd (Goergens et al, 2010). The representative from the organization states that the organization often works with
legislation, which can be understood as less elevating than the rest of its projects. The legislation the SSNC has been working on for a few years is how the forests in Sweden are managed. The organization is trying to cover many work areas to be available and attractive to as many people as possible (The representative from the SSNC).

The organization has three spokespersons for meeting the media. The representative mentioned their aim to show well known faces when meeting with media, for the recognition (The representative from the SSNC). These three people are sharing the organization’s focus areas between them. One person is responsible over forest, chemicals and agriculture, the second person seas and fishery and the last threatens climate and energy. This distribution of focus areas also makes it, according to the representative, easier to forward information to the right people at the organization (The representative from the SSNC). There is a marketing department at the organization that works with attracting new donors and partners. The department has in there turn a policy as a platform and guide of what donors and partners they are allowed to collaborate with. The organization is, for example, not allowed to be included, have a share or collaborate with enterprises like Statoil or other enterprises that work with the petroleum industry, the organization would then lose their credibility (The representative from the SSNC). However, they are working with IKEA which is criticized for felling down of old forest in Russia. The organization can have collaborations with companies that as a whole are in the right way when it comes to sustainability, even if they have shortages in the company. What the organization does in these cases is having a close dialog with the company and educating them in better alternatives. When building the organization’s policy, the board considers who the organization wants to be and where it wants to go to be able to decide which ones they can build a collaboration with and still keep their values and credibility (The representative from the SSNC).

6.1.4 “Adapt and self-renew”

The staff in the organization is usually staying around 5-10 years, if not longer. They have a current turnover with a few of the employees (The representative from the SSNC). One is retiring, one has been there for 17 years and want to try something else, another person has been working there for 9-10 years and is starting an own business. Change of staff often happens when the organization runs shorter projects. When people from outside of the organization is hired for those specific projects. All projects they have is depending on grants and applications, which puts pressure on the organization and its staff. They do not know in before-hand how much money the organization will have the following year, and if they do not get enough for all their projects or when projects do not get extended, people have to go and some work areas needs to be cut off (The representative from the SSNC).

“Näe, nu kan vi inte jobba med skola längre, vi får skära det benet”
- The Vice President on the Board

“No, we cannot work with school any longer, we have to cut that branch”
- The Vice President on the Board

Historically, they have been forced to let people go due to the lack of grants, although, they have been able to get enough support in the last years. The representative states that when people do leave, the organization is losing valuable competence they not rather keep (The representative from the SSNC). One of the capacities in the theory is to have long-term
commitment to staff as well as other actors (Bolger, 2000), which might make this viewed as a challenge for the organization.

The organization’s experts are attending seminars, lectures and are representing the organization in different gatherings (The representative from the SSNC), to increase the staff’s knowledge and create new capacities (Bolger, 2000). Other companies, scholars and organizations often want to collaborate with Swedish Society for Nature Conservation through having seminars together with them. One of the seminars was about genetically modified organism (GMO) and new techniques that do not classify as GMO but are the same, techniques that goes under the radar. The actors have occasionally arranged seminars that were held in Swedish Society for Nature Conservation's locales. The organization has collaborated with The World Wide Fund for Nature (WWF) and Swedish Consumers in similar cases, and lastly it had a collaboration with Norwegian and Danish environmental organizations. During last fall they had a seminar with SIDA that treated the environment and gender, when they had scholars coming to talk about their research projects (The representative from the SSNC).

6.1.5 “Balance coherence and diversity”

The organization’s funding comes from various places. About 60-70 million Swedish kronas come from The Swedish International Development Cooperation Agency (SIDA), but only about 17% of the grant stays in the organization, to pays the secretariat (The representative from the SSNC). The funds from SIDA is one third of the organization’s total finances. The rest of the money is sent to organizations in collaboration with Swedish Society for Nature Conservation, that are based outside of Europe. There are about 60 organizations from 15 different countries in collaboration with the Swedish organization, in Asia, South America and Africa (The representative from the SSNC). The collaboration implies building up knowledge of how the society is working and creating a relationship in the organization working there, for example in Kenya. The representative states that Kenya is one of the world’s most corrupt country and is therefore difficult to work with. SIDA is holding the organization responsible for the grants they are sending to other organization around the world. Which means that if the organizations from outside cannot report where their money has gone, the Swedish organization is the one that has to pay back to SIDA (The representative from the SSNC). This has made it important for the Swedish organization to have a close contact with the other organizations, and is careful of which ones they are sending grants to. So the organization is taking a big risk when they are building relationships with other organizations (The representative from the SSNC). The organization has good strategies while collaborating with other actors and can identify and handle corruption if it occurs, valuable capacities according to UNDP (2015) (United Nations Development Programme, 2015).

Lately, the organization has ended the collaboration with a few of the organizations, due to corruption. The employees at the organization want to have better control, knowledge regarding the organizations and want to get involved with less corruption. They had a case recently when a cooperation organization had a protest and went to attack and destroy GMO crops. Since Sweden Society for Nature Conservation was collaborating with this organization and sent grants, it became responsible for the action, and it had to deal with the juridical process (The representative from the SSNC). The representative told about one of the corruption cases:

“Tyvärr så har aktiva i miljöorganisationer mördats ute i världen för sitt engagemang. Vi har förlorat ett par stycken på det viset, allstår ledare för stora organisationer, en i Malasia bland annat. En kvinna blev alltså mördad för att hon jobbar för naturens rätt.” - The Vice President on the Board
“Unfortunately, activists in environmental organization have been murdered out in the world for their engagement. We have lost a couple that way, leaders for big organizations, one in Malaysia for example. So a woman got killed for working for the right of nature” - The Vice President on the Board

The organization is therefore ended some collaborations that is affecting it negatively. The organization also has collaborations with other organization without giving them grants. For example, when it comes to the king prawn, a network within the organization that has its own engaged partners regarding the issue (The representative from the SSNC).

SIDA is also giving the organization a grant for numbers of its magazine, “Sveriges Natur” (Sweden’s Nature) A big amount of the organization’s finances also comes from the members of the organization, party from paying members but also from private donations or companies (The representative from the SSNC). Some people decided before they die, that their capital shall be donated to the organization. It has been a big part of the organization’s finance every year and since it is not anything they can count on the budget is zero every year. 35 percent of the members’ payment is sent to the organization’s branches to cover the employees. The organization also has a funding from the state, which implies two lawyers (The representative from the SSNC).

Another big donor it has is Postkodlotteriet. Swedish Society for Nature Conservation is one of their several member organization. Postkodlotteriet gives funding for either projects or for its total operation. Organizations can also apply for funding for a specific project and more funding for the operational work through Postkodlotteriet (The representative from the SSNC). IKEA is also one of its collaboration partners that gives them funding for a project, when school classes came to IKEA to investigate sustainable products and product development, and they got to propose their ideas. The organization got funding for the organization of the project and work materials. There are many other grants and foundations that the organization is turning to when it wants funding for specific projects. A large amount of the organization’s finance, around 80 percent, is bounded to projects which gives the organization no freedom to use the money for other areas. The organization’s budget has, according to the representative, since 2012 been quite stable. However, the funding from SIDA can vary between 5-10 million, which can be many employees (The representative from the SSNC). The organization has a strategy to coordinate their external and internal resources and have a various kinds of support, which is crucial for capacity development (Bolger, 2000).

Table 1 shows the identified capacities of the Swedish Society for Nature Conservation. The capacities marked with a plus sign are existing capacities of the organization. Whereas, the capacities with a minus sign are capacities that, according to the representative and the theory (capacity development) can/needs to improve. All the capacities are seen from a lens of capacity development.

Table 1: Capacities and challenges of the SSNC

| “Commit and engage” | + Normal set of regulations and strategies that is equal between the branches  
|                     | + Independent action in terms of addressing local values. |
| + Democratic  
| + Open to new challenges  
| - Communication between the branches  
| - The collaboration between the branches |

| “Complete technical tasks/deliver on development objectives”  
| + Few projects have not been finished  
| - Difficulties getting volunteers commit over time  
| - The structure of board meetings |

| “Relate to and attract support from stakeholders”  
| + Weekly contact/emails to members  
| + Reports and debate articles about climate issues for the society  
| + Active on social medias  
| + Working with schools to educate  
| + Working with legislation  
| + Trying to attract many target groups  
| + Policy saying who the organization can collaborate with |

| “Adapt and self-renew”  
| + Employees are attending seminars  
| + Collaborating with schools, other organizations and companies with educational gatherings  
| - Project employees, losing valuable competence |

| “Balance coherence and diversity”  
| + Funding from various actors  
| + Relationships with various organizations and countries  
| - Corruption |

6.2 Case Study 2: Results from Friends of the Earth Sweden

6.2.1 “Commit and engage”
The Friends of the Earth Sweden is independent from the Friends of the Earth International (FoEI). They have contact with each other through emails and they have lately done press releases and signed debates articles together. However, the two organizations are not have collaborating campaigns.

The Sweden organization have a better contact and collaboration with the FoEE than with FoEI. Neither of the larger organization are controlling the FoES, its campaigns or projects, although the representative from the organization states that FoES could be excluded from Friends of the Earth if its operation would not be in line with the vision of the larger organizations. (Representative 1 from FoES). The current contact is between the country level of FoES and the international organization, in forms of attending annual meetings and general gatherings. The local groups do not have a direct contact with the larger organizations. The contact with the FoEE, according to the representative, is through different collaboration projects and that one of the members from the Swedish organization is on the board of the European organization. (Representative 1 from FoES). This inhales independent space for independent
action by the local branches (Wetterberg et al, 2015), although the reporting and documentation is not as organized as at the SSNC.

Friends of the Earth Sweden emerge in the 90-century with another environmental organization “Miljöförbundet” (Representative 1 from FoES). The organizations were emerged by several local groups that was both from FoES and Miljöförbundet. At first they combined their names and called themselves “Miljöförbundet Jordens Vänner” (Miljöförbundet Friends of the Earth Sweden) but have changed their name to only Friends of the Earth Sweden to have a clearer connection to the international level of FoE, a guess by the representative of the FoES. This means that the local groups are coming from two different organizations with different ways of working, so the “new” FoES do not have a specific structure for the local groups to implement in their work. The local groups are independent from each other and are allowed to make their own choices regarding their work and activism (Representative 1 from FoES). The representative states that she does not believe that it is problematic that the local groups origins from two different organizations, she states that is it positive that the groups can be more free and not driven from higher positions. However, it can develop conflicts in how an organization should be driven, due to people's different views (Representative 1 from FoES).

The organization local groups are also independent from both international and national organizations. They are allowed to work with their own projects without consulting the national organization, although, as well as the national organization, they must be in line with the FoE’s values and visions (Representative 1 from FoES). The contact between the country level and the local groups depends on the specific groups and their interests and needs. Some groups are closer to the country level and ask for more help than others. Some groups have persons represented in the country board, which makes the contact between the groups and the FoES closer. The organization is working to strengthening the contact between the country level and the local groups, both due to interests of their projects and if they still exist. There are a few local groups that exists on paper, although the country level is not sure if there is any activity in the groups. To make the contact stronger, the organization is to arrange its annual board meetings on a country level in different local groups around in Sweden, to enable people to attend (Representative 1 from FoES), which proves that the organization is able to change and improve old capacities (Bolger, 2000). This is depending on the local groups’ interests in being engaged in the national level. The board meetings are otherwise often in Stockholm or Gothenburg due to the location of the employees and board members. The representative of the organization believes that the local groups that are not asking for support from the country level might not be informed about what it entails. Therefore, the organization have had activist coordinator the last year, that have been out to different local groups to see what they work with, get a closer contact and see what they wish they can get from the country level (Representative 1 from FoES). What the country level can provide for the local groups is many practical tasks such as, spreading of information regarding event and projects. They can also send out materials, flyers or publications to the local groups. However, not many groups are reaching out and taking advantage of this opportunity (Representative 1 from FoES).

Mostly, the projects are performed by the secretariat and the activism is happening in the local groups as well as national networks. The representative states that the connection between the projects and the local groups can be improved so that the organization is more stringed together (Representative 1 from FoES). The representative states that the secretariat is progressive in running new projects, such as engage newly arrived immigrants in the society:
“När jag jobbade på kansliet så jobbade jag tex till största delen inom ett projekt som heter ”Klimat för Alla” som var financierat av arvsfonden som syftade till att engagera nyanlända i Jordens Vänner. Och det är ju en fråga som är ganska het inom miljörörelsen som många organisationer pratar om men jag tror att vi är en av de få som har jobbat med det så pass länge och verkligen tagit tag i det och drivit ett konkret projekt om det.” - The President of the board

“When I worked at the secretariat I worked with for the most part within a project called “Climate for Everyone” that was financed by the heritage fund and had the purpose of engaging newly arrived immigrants in the Friends of the Earth Sweden. That is a hot question within the environmental movement that many organizations are talking about, but I believe that we are one of few that have been working with for so long, and really taking it and driven a concrete project about it.” - The President of the board

There are major challenges with working with these projects, stated by the representative, and the organization do not have a recipe of how to succeed. However, out of this project, granted by a heritage fund of 3 years, the organization has given out a document of methods. A summary of the organization’s experiences from the project. (Representative 1 from FoES). The purpose of the project was educating newly arrived immigrants in environmental questions, creating workshops about climate justice and having an introduction of the Swedish language (Representative 1 from FoES). Another suggested capacity for organizations is to address issues of attitudes, motivations, values and conditions to support sustainable development in some way (Bolger, 2000). This can be considered to be one of the organizations way of contributing to sustainable development. The organization has also had similar projects when it works to involve youth in the organization as well as environmental questions (Representative 1 from FoES).

6.2.2 “Complete technical tasks/deliver on development objectives”
Regarding fulfilling the organization’s projects, the representative believe that they fulfill all projects they are starting (Representative 1 from FoES), which shows that the organization is accountable (Wetterberg et al, 2015). She also claims that they do not really have a choice to end a project earlier, since the organization finances is built on grants for projects. That they can send a report in the end back to the funders in the end of the projects. When the organization is starting a project, the employees budget the money from the grants to pay the staff, buy materials etc., and if they do not fulfill the projects the organization will have a finance shortage (Representative 1 from FoES).

The representative has identified one of the organization’s challenges, which might be the gap between the older and the younger active members (Representative 1 from FoES). The organization has a large amount of people that are older and have been engaged in the organization for a long time, and it has newer younger activists. Active members from the middle is under represented, which enhances the generation gap between the active members. The representative states that these different age groups can have difficulties communicating and working together, due to their diverse values which can be viewed in some contexts. “Everyone has something to offer but it can be a challenge to put all the ideas together and make it work” (Representative 1 from FoES).

6.2.3 “Relate to and attract support from stakeholders”
The organization has a specific department in the secretariat that works with attracting new donors and communication in general. Newsletter and members’ magazine that is sent out to
members, and can be found at libraries, to communicate what have happened in the organization, such as new campaigns and projects (Representative 1 from FoES).

The representative states that the organization is focusing, when it works with communication, on that it is the radical environmental organization in Sweden. The organization sense that they cannot compete with other larger environmental organization that works with different questions, so the organization’s niche is to be more radical (Representative 1 from FoES).

“We are trying to communicate that we are the radical voice of the environmental movement” - The President of the board

“We försöker kommunicera liksom att vi brukar ju säga att vi är miljörörelsen radikala röst.” - The President of the board

The organization’s is applying for larger project finances from public contributions such as Sida, EU and government agency. These are applied for through formal application processes. Donations comes from people that want to support the organization. It is usually, according to representative 2, only one tenth of the organization’s budget and is the money the workers need to work hardest to get. The donations are depending on FoES marketing to the society which they are constantly developing. They are also working on different types of donation certificate that people can give away as a present (Representative 2 from FoES).

The finances for the projects are strictly regulated and the communication between the organization and the financier is through rapport templates. Since all donors cannot be reach in the same way, this is done through various canals, such as social media, members magazine, the FoES webpage, seminars etc. According to the representative 2, this communication is one of the organization’s biggest challenge. How to report back to the donors about what their money is used for and what the organization has accomplished with them. When it comes to the communication with donors, the organization has a special department for is. The communication with finances is however the project leaders’ responsibility (Representative 2 from FoES). So, the organization has a platform for communication and dealing with donors, which important capacities (Wetterberg et al, 2015), it also has identified the challenge of communicating with donors and is looking for different ways of reaching them (Goergens et al, 2010).

6.2.4 “Adapt and self-renew”

The staff turnover in Friends of the Earth Sweden is relatively high, according to the representative. The staff turnover is mostly related to the finances for short projects. One project the representative self was employed for, driven over a period of 3 years, although she, among others employments, was only for around 7 months (Representative 1 from FoES). The representative claims that it works fine hence the turnover. However, in some projects, especially the projects the representative worked with, good personal contact with the attendance is highly important, which is harder to achieve with the turnover. However, they do have a continuity in some post at the secretariat, were same people has been working in the same position for a longer while, two of them are the chef of the secretariat and the unit manager. Some of the project employees are also staying involved in the organization in some way, such as members on the board (Representative 1 from FoES). This might have an impact on the mapping of skills among staff, documentation and reporting, which are important capacities for capacity development (United Nations Development Programme, 2015).
The organization is relatively small, the representative states that it is not difficult for the staff to be heard, and the decision making process is short. However, they do have a delegation order of who that has the authority to make the decisions on different levels (Representative 1 from FoES). Due to the delegation order the staff do not have the power to make their own decisions of the organization’s prioritizations for example, that is up to the board. However, the staff do have the ability to influence on decisions if the contact between the staff and the board is good, which has varied during the years due to differences in values. When the project applications have been made, it is often the secretariat that comes up with ideas and finds the applications, and also writes them (Representative 1 from FoES). The board has then the mandate to approve or deny the project applications, due to the organization prioritizations. Both the secretariat and the board have therefore power to influence in the question of what projects they will be involved in (Representative 1 from FoES). This proves a good platform of leadership and responsibilities (United Nations Development Programme, 2015), as well as in counting the staff in the decision-making process (Wetterberg et al, 2015).

The representative claims that the organization do not have many educational opportunities in the currently (Representative 1 from FoES), which impacts negatively on its ability to make new capacities and increase its knowledge (Bolger, 2000). However, on the latest board meeting they decided on adopt an introductory course for members and for new people that wants to volunteer at the organization. They have seen that other organization have implemented an introductory course and that it has been successful to lower the thresholds to engage with the organization’s work. For members and for employees it has previously been a gradually introduction to the organization, rather than as an introduction before starting the work (Representative 1 from FoES).

6.2.5 “Balance coherence and diversity”
Most of the organization’s finances are tied to projects, as mentioned earlier in this section. However, the organization has a few internal capitals from membership fee, collected money and general donations (Representative 1 from FoES). The organization has a financial turnover of around 10 million Swedish kronas and about half of the money is going to the organization’s partners in Brazil, Colombia and Ecuador. Those organizations receive money for their collaboration with the original populations to strengthening their human rights. The finances are coming from state authorities, Forum Syd, Natursvårdsverket and Friends of the Earth Europe, etc. The money from Forum Syd is dedicated to the organizations in Latin America, and to send interns there to work (Representative 1 from FoES). Which can be seen as another way for the organization to contribute to sustainable development, through working with organizations in developing countries. The finances are varying since they are depending on what projects they work on, but overall the representative states that the finance has not been varying in a significant amount over the last years (Representative 1 from FoES).

The organization do not have collaborations with companies. It can accept donations from companies if they only want to give money, but do not have collaborations where companies can have their logo in the FoES’s projects (Representative 1 from FoES). The organization has a critical attitude against companies, which makes the representative state that the organization would not collaborate with a company. The representative states that it could be problematic for FoES to collaborate with companies that might over time turn out to be doing something non environmentally friendly that could jeopardize the reputation of the organization, which proves that the organization is reliable and know its identity (Wetterberg et al, 2015). Since FoES is a radical organization, the representative does not believe that a collaboration would benefit the organization and that not many companies would want to collaborate with it, due to
its radicalness. One example that is brought up is the organization’s green wash price they are giving out every year to either companies or persons. A few politicians have previously received the price (Representative 1 from FoES).

The organization's bylaws say that half of the board members needs to be women (Representative 1 from FoES), which is good for the diversity in the organization (Wetterberg et al, 2015). However, it does not say how many men it needs to be. The FoES is also working with gender questions in relation to environmental questions (Representative 1 from FoES). One of the projects from last year worked with increasing young, newly arrived women's involvement in traffic planning processes, due to an under representativeness of those groups. A problem that the representative sees in the organization’s development in diversity is that the all local branches is not working with diversity the same extension as the country level. In some local branches, the generation gap can lead to a conflict of interests what to prioritize. The representative believes that the younger members sees the including of newly arrived immigrants and equality is crucial, while the older generation might agree with its importance but do not put as much focus on the issue. The representative sees this as an important issue to work with since the organization stands for international solidarity and equality (Representative 1 from FoES).

Table 2 shows the identified capacities of the Friends of the Earth Sweden. The capacities marked with a plus sign are existing capacities of the organization. Whereas, the capacities with a minus sign are capacities that, according to the representatives and the theory, can/needs improvements. These capacities are also identified by a lens of capacity development.

**Table 2: Capacities and challenges of the FoES**

| “Commit and engage” | + Independent from FoEI  
|                     | + Contact with FoEE  
|                     | + Independent action is allowed  
|                     | - Poor contact between FoES and its local groups, working to make it stronger  
|                     | - Conflicts of the organizational structure, values  
| “Complete technical tasks/deliver on development objectives” | + The organization is fulfilling its projects  
| | - The gap between age groups  
| “Relate to and attract support from stakeholders” | + Communicating with donors through various canals  
| | + The organization has its niche  
| | + New funds to apply for  
| | + Report responsibility divided  
| | + Special department for communicating with donors and financiers  
| | + New financial sources are welcome  
| “Adapt and self-renew” | + Small organization, not hard for employees to be heard  
| | + Delegation order  


6.3 Case Study 3: Results from The Keep Sweden Tidy Foundation

This result is from the interview with The KSTF was made with The Operational Manager of the organization that is also one of the directorate.

6.3.1 “Commit and engage”
The collaboration between environmental organizations overall is increasing (The representative from the KSTF). Every organization needs to save resources and is sometime working with the same target groups as other organizations. Organizations have in these cases left some areas that are covered by other organizations, instead of spending resources on cases that are already covered. A collaboration exists between the Swedish Society for Nature Conservation (SSNC) and the Keep Sweden Tidy Foundation (KSTF), when SSNC is one of KSTF’s board of directors. The other directors on the board are administrative authorities and companies, such as Skolverket, Sweden’s communes and county council, Avfall Sverige, Returpack and Friluftsförbundet. These directors have the main responsibility of the KSTF and are making general decisions of the direction for the organization as well as strategic decisions (The representative from the KSTF).

The representative claims that KSTF is open for new challenges and has criteria for the employees that they should be involved with organizational development, as well as be self-driven (The representative from the KSTF). Every employee is for example involved in their operational planning, when they together decide which strategic development they need. In this planning, everyone can come up with ideas and thoughts regarding development. They have a person elected to guide them through the development process, to see the organization’s possibilities and what donations that can be applied for. The basic idea is that everyone has the possibility of “thinking big” as long as they have a well thought-out idea and are prepared to develop it themselves (The representative from the KSTF). The organization has a document where the employees can write down their ideas and explain why it is a good idea, how it can develop the organization and how it is in line with the organizational goals and visions (The representative from the KSTF). The KSTF is the organization that is involving the staff the most of the three organizations interviewed. It has special strategies for the employees to make their voice heard, which is a valuable capacity the organization has (United Nations Development Programme, 2015).

The KSTF has been saying yes to a lot of inquires which the employees try to get away from, and focusing on what is wise strategically. The representative from the organization believes that the workers have previously had hard time negate to new inquiries, due to their personal engagement. The new strategy is to coordinate with the operational plan before they decide to
take on new projects, the ones they do decide to implement should have a clear connection with the organizational goals and vision (The representative from the KSTF). This shows a strategy of identifying capacities and the ability to change and develop them to something new and better (Bolger, 2000). All lot of inquiries are passing the organization and therefore, the workers have to estimate where their work can be most valuable, with the organization’s few resources. The representative relates to one previous inquire where small individual schools far away Stockholm ask if they could come and give a lecture to around 5 teachers, the representative believes that they can reach more people or do more good in other projects (The representative from the KSTF). This is a quote from the representative telling how is used to be:

“We might have been in an organization that runs on every ball (...) When inquires shows up we always say yes, but it ends up in that you might not put the right amount of time in what you really are supposed to do.” - The Operational Manager

“Vi har nog varit i en sån organisation som springer på alla bollar (...) Det dyker upp förfrågningar och vi säger alltid ja och liksom, men det slutar ju i att man kanske inte lägger den tiden man ska på det vi verkligen ska göra.” - The Operational Manager

The representative has been working at KSTF for 9 years and sees a clear development from when she started up till now. In the beginning of the representative’s time at the organization the workers did not have a good view of their colleagues’ work and did not collaborate much (The representative from the KSTF). They had projects that became their “babies” even though it was not in line with the organization’s development goals. Today, the organization is working to have a common structure and visions that contribute to a clearer picture of how every employee could conduce to the organizational development. When the representative started there was the director of department that was responsible for the whole economic part, which now is moved to the project leaders (The representative from the KSTF). This, according to the representative, gives more freedom to the project leaders, even with more responsibility and more understanding of how to distribute the resources. The organization undergoes, at this moment, the transition of a “project model” when all the employees’ work will be performed in similar ways, one example is how the documentation is made, to make it easier for them to collaborate and understand each other's work (The representative from the KSTF).

The organization has a directorate what contains directors of department, financial managers and CEOs. Under the directorate there are two scope of practices, Sea and Land and schools, preschools and municipality (The representative from the KSTF). These two areas are sharing the field of communication, economy and administrative unit that are supporting all projects, assignments and tasks. The employees have weekly meetings, within the different work areas to go through the future work and progresses in, they also have checkup meetings. Every third week they have a staff meeting and occasionally a follow up on the employees’ targets over their own work and improvements (The representative from the KSTF).

6.3.2 “Complete technical tasks/deliver on development objectives”

The organization has previously fulfilled close to all projects them have started, even if they have not had a significant contribution to the organization (The representative from the KSTF). This however shows, as the other two organizations, that they are reliable (Wetterberg et al, 2015). The employees in the organization have recently undertaken an education in projects, “project model”, where they under-viewed projects that should not be continued. However, projects that is in collaboration with external clients can often not be called off, even if they are not developing the organization. The KSTF is therefore working with increasing its knowledge
and developing a better strategy that can be used when choosing new projects, that are more aligned with the general goals of the organization, as well as better feedback in the process (The representative from the KSTF). This makes new capacities develop within the organization (Bolger, 2000).

What the representative believes is the most significant challenge in the organization is to deny new inquiries to have the focus on where the organization can do best. The employees at the organization have a large engagement, energy and have the willingness to do change, but the organization do not have resources in that the same extent (The representative from the KSTF).

“God, if I only put a little bit more time on this it will be a little bit better (...) The point is not that everybody should work too much. It is a lot about economize our resources and make sure we do right thing” - The Operational Manager

"Gud bara jag la lite mer tid på det här så skulle det bli lite bättre (...) Det är inte meningen att alla ska jobba ihjäl sig. Det är verkligen att hushålla med våra resurser och se till att vi gör rätt saker." - The Operational Manager

The representative states that the organization is not in need of earmarked money, since that has been one significant challenge for the organization, that all resources in forms of money had to go to specific projects or tasks (The representative from the KSTF). The organization has then been left with other developing needs for the organization without resources for that area. So, the important resources that are lacking now, according to the representative, are money that is not tied to projects, but also resources that can give the organization muscles to show in the society. When the organization started in 60-70s it had several campaigns and the organization was known and recognized by many people, whereas now, people have asked where the organization since it is not showed as much as in previous years. The representative states that these resources would be significant for the organizational development as well as its ability to spread its message and all statistics the employees have gathered in projects (The representative from the KSTF).

6.3.3 “Relate to and attract support from stakeholders”

The organization has one person that has the responsibility for the collaborations with companies (The representative from the KSTF). However, the project leader is responsible for the contact and communication with the actors if cooperation with the company is included in the project. When a person for example is responsible for a EU-project, that person has the contact with an administrator at EU, so the responsibility with the organization’s communication with companies can vary and depends on who is the leader of a project (The representative from the KSTF). This means that the organization has like the other organizations, a strategy of how the leadership looks like and how the responsibilities is divided (United Nations Development Programme, 2015).

The organization is communicating to followers and the society through newsletter and social media. It has several different newsletter depending on target group, and the fervency how often it is sent varies (The representative from the KSTF). It has developed different ways of communicating with its different crowds, which makes it easier for the organization to see heard (Goergens et al, 2010). The different groups are among others; followers, activists and communes that are engaged in the campaign “We Keep Tidy”, newsletter to schools and preschools, letters to all people that have a general interest in the organization, newsletter to all
participants in “Green Flag” and to event that have environmental certificate from the organization (The representative from the KSTF).

6.3.4 “Adapt and self-renew”

The staff turnover in the organization is now depending on what and how many projects they are working on, as the other two organizations. An example the representative presented was a larger EU-project they had earlier where people with several project employees that had to go when the project was finished, due to lack of resources (The representative from the KSTF). Otherwise, the employees usually stay at the organization for about 10 years. The organization have had people from the staff quitting recently that have been there for more than 10 years, which the representative only sees as a natural turnover (The representative from the KSTF). The organization is now working to move from a “projects based” organization where it hires people only for projects to an organization that is employing until further notice (The representative from the KSTF), which would according to Bolger, be more in line with capacity development, when the organization is focusing more on long-term commitments (Bolger, 2000). The representative states that this transition will turn into a more stable and long term strategy, when the important areas in the organization will be covered on a more regular basis.

The organization has not received any larger projects lately, and the representative states that the organization might not accept larger project in the future. That is due to the stress that cases the organization when new people need to be hired only for one project. The goal in the organization is now to cover its main work areas with people that are employed until further notice (The representative from the KSTF).

The organization has a set of document for the employees. It includes documents such as; the vision of the organization, its strategic document, people to contact, how it is to work at the organization and what conditions one has (The representative from the KSTF). There is a general environmental education that the organization has for the employees, that is regarding its main questions, when environmentally responsible people working with the organization’s internal environmental work is giving an education. The organization is promoting the employees to attend seminars to keep the organization updated on the surrounding world, as well as networking. The organization also has a breakfast seminar on a monthly base when a person that can contribute knowledge to the staff, is invited to talk. It can, for example, be one from “Returpack” or “Pantamera” to talk about how the recycling system is working (The representative from the KSTF). This indicates that the organization is prioritize to develop and increase the knowledge of the staff, as well as the documentation of its work (United Nations Development Programme, 2015).

Another type of documentation the organization is doing is keeping track of the knowledge that the employees possess. The organization has done a mapping of their knowledge and unexpected experiences, that would not normally appear (The representative from the KSTF), which has proven to be a good strategy to find out new capacities that already exists in the organization (United Nations Development Programme, 2015). This is so that the organization understands the ranch of the employees, in terms of language for example, to be able pair the right person for the right job. Since the KSTF is a relatively small idea-based organization the representative states that a significant priority of theirs is that the employees work with an area that is right for them and that they are satisfied with their tasks. Many of the employees are controlling their own work and are applying for their finances themselves. The organization has performance reviews and target goals where personal development and expertise development is involved (The representative from the KSTF).
The organization invited two people at a summer party that worked with team building to build a good environment for the employees. The representative states that one of their current challenges is regarding the process of change. The organization is moving to a new building and is changing a few of their work strategies. Even if a lot of people are willing to have better structure, it is still hard when the changes is happening (The representative from the KSTF).

“How many want a change? No hands up. “How many want to change themselves? No hands up.” - The Operational Manager

"Hur många vill ha en förändring?" Alla händer upp. "Hur många vill själv förändra sig själv" Inga händer.” - The Operational Manager

Their way of working with the challenge is to involve the employees in the process of stating what is important for them to ease the worries. They have around 4 workshops that only regarded different ways of working, to keep the employees involved. (The representative from the KSTF).

6.3.5 “Balance coherence and diversity”
The organization has several basic grants from its founders, such as a beneficiary grant from Postkodlotteriet. The organization also applies for other grants from, for example, EU-foundations, authorities and Naturvårdsverket (The representative from the KSTF). The KSTF is not a members’ organization so it does not have funding coming from members, although they do have general givers. Keep Sweden Tidy Commune is a network with communes that the KSTF is giving more support to regarding littering. The communes that are a part of the network is paying a fee to KSTF, which makes it one of its funders. The organization also have several collaborations with companies, that are in some way working with littering reduction. The companies that KSTF is collaborating with have to have the same goals as the organization (The representative from the KSTF), which makes it easier for the organization to keep it from decay with multiple stakeholders (Wetterberg et al, 2015). The organization has a marketing department that is responsible for making as well as maintain the contact with companies (The representative from the KSTF).

The finances in the organization has vary over its operating time. It has been a variation of project grants, both in numbers and in size, which followed with different numbers of employees that was hired for the project, which has impacted the organization negatively (The representative from the KSTF). The new strategies are working on stabilizing the organization so it will not increase and decrease in size as much as it previously has. The KSTF is trying to be less sensitive from the variation of grants, and not letter the grants navigate the organization such as it did earlier. The organization is also currently working on its values and what questions that are important for the organization. The representative states that the organization has previously been less clear and that they have had projects that were not as close the littering as it is today (The representative from the KSTF). The workers’ solution to this is to have an improved strategy for the organization’s core questions and have one person in charge of a specific question that makes sure that it works out (The representative from the KSTF). The new strategy that the organization has is making it more resistant and sustainable in itself and less dependent on external grants and funds, which is a suggested strategy by the ECDPM model for capacity development (Wetterberg et al, 2015).
Table 3 shows the identified capacities of the Keep Sweden Tidy Foundation. The capacities here as well as in table 1 and 2, marked with a plus sign are existing capacities of the organization. Whereas, the capacities with a minus sign are capacities that, according to the representative, can/needs improvements. These capacities are identified by a lens of the theory capacity development.

**Table 3: Capacities and challenges of the KSTF**

| “Commit and engage” | + Board members from other organizations/companies  
+ Has a strategy for employees to come up with new ideas/actions  
+ Work areas divided  
+ Continuously meetings  
- Communication between staff, will be improved |
| **“Complete technical tasks/deliver on development objectives”** | + Working with a “project model”  
+ New strategy when choosing projects  
- Lack of resources for internal development |
| **“Relate to and attract support from stakeholders”** | + One project leaders are responsible for the communication  
+ Communication through social media and emails  
+ Separated target groups |
| **“Adapt and self-renew”** | + Outside of projects, the turnover rate is normal  
+ Working torts a “non-project-based” organization  
+ Set of documents for employees regarding the organization  
+ General environmental education for staff regarding the organization’s aim and main questions  
+ Promotes networking  
+ Breakfast seminars  
+ Mapping of knowledge and experiences, to understand the diversity among staff  
+ Working on team building  
- Staff turnover rate depending on projects |
| **“Balance coherence and diversity”** | + Multiple funders  
+ Multiple collaboration partners (Commune, companies and organizations)  
- Previous project employees that varied |
7. Discussion

The following chapter will discuss the findings from the text analysis, the qualitative interviews and the secondary data collection. It discusses the findings through a lens of capacity development to answer the research questions. Here is a reminder of the research questions that navigated this thesis:

- What capacities do the ENGOs have to sustain and develop their organizations?
- What are the challenges for the ENGOs to sustain themselves?
- How does the capacities and challenges differ between the ENGOs?

To answer the first question, a summary of the capacities of the organizations is described and discussed in relation to the ECDPM model. The second question is answered by describing the challenges that the interviewees brought up and are then discussed in relation to the model. The third question is answered by comparing the strategies and capacities of the three organizations to each other to see what the significant differences are.

7.1 Capacities of the organizations

The term capacity development has been a common term in discussions regarding development of organizations, and has been a significant strategy in organizational development discussions (Ulleberg, 2009). However, neither of the three analyzed organizations worked with capacity development directly. However, all three do have capacities that are recommended by the ECDPM model for capacity development. The articles of the theory present it as a confusing term that is interpreted differently by scholars (Brinkerhoff, 2010), which might be an answer to why the organizations in question, do not use the theory directly as a “toolbox” for development.

The following section provides a discussion of the capacities evolving during the interviews with the organizations. The capacities are presented and discussed through the lens of the ECDPM model for capacity development. A reminder of the 5 core points of the model is presented followed by a discussion of the capacities of the organizations.

The first point of the model from the ECDPM “Commit and engage” suggests that organizations and companies should focus on mobilizing their resources, make room for independent action as well as the actors aims and goals to have a good platform to work from (Wetterberg, 2015).

All three organizations interviewed are independent and are their independent organizations. Friends of the Earth Sweden (FoES) is the only organization of these three that belongs to a larger network, but is however independent and not tied to the Friends of the Earth International (Representative 1 from FoES). Both Swedish Society for Nature Conservation (SSNC) and the Keep Sweden Tidy Foundation (KSTF) are independent from other organizations and can run their core operations as they like. However, KSTF has people from other agencies and companies on their board, the KSTF is still unattached from other organizations and companies. Both SSNC and FoES have local groups spread out in Sweden that are, to some extent, able to address local issues of interests and do not have to check up with the larger organizations in beforehand, which gives them opportunities for independent action (representative from the SSNC; representative from the KSTF). KSTF promotes independent action from its employees through its strategy for them to come up with new actions and idea. (The representative from the KSTF). Community action, like addressing local issues with the society, can take a “meta-frame” of climate change and make it more concrete (Star, 2012). NGOs have opportunities to
influence policy on a global level through practical action on a local level (Tapper, 1996). With addressing local issues and promoting community action, ENGOs can contribute, for example, to building a bridge between public concern and public action regarding climate change (Star, 2012).

All three organizations have a clear view of their ground goals and aims, a strong platform to work from. However, their capacities and strategic work differ. The SSNC has a normal set of regulations for the organization, that can be used by the local branches for building their operation. SSNC has projects and campaigns ready with all materials that is needed so it would be easier for the local branches to run them (The representative from the SSNC). This can be seen as an act of mobilizing resources as the ECDPM model suggests (Wetterberg, 2015). To have a clear statement of what the organization stands for and have one way of working with for example campaigns and projects (The representative from the SSNC). This is not the case for FoES, that do not have a normal set of regulations that local branches can apply to their operations. This might be viewed as a challenge (Representative 1 from FoES). The KSTF on the other hand, goes through a mobilizing of the organization’s capacities and strategies. It has started to reform its goals and aim of the organization to better be able to pinpoint what projects, campaigns and companies it should collaborate with. KSTF aims to be able to keep its core work areas independent on whether it gets funded for them or not (The representative from the KSTF). United Nations Development Programme (UNDP) argues that organizations can recognize finances as an essential resource, although, it cannot sustain the organization itself. The organization need to build a platform of being stable by itself and not rely on external funding, to be more sustainable (UNDP, 2009). Khieng et al (2015), states that NGO dependence on external funding has different effects on organizations. It can lead to goal displacements, unpredictability of funding, and top-down accountability and reduced organizational autonomy (Khieng et al, 2015).

The second point “Complete technical tasks/deliver on development objectives” focuses in this thesis on the performances of the organizations, how often they complete projects and what their biggest challenges are (Wetterberg, 2015). The challenges of the organizations will be discussed later.

This study reveals that all three of the organizations are often fulfill their projects, and deliver what they are supposed to. When the organizations get funding for a project they have to report back and have a proof of them doing what they planned for, to get the money, or to not have to pay it back. This means that they do not have much of a choice whether a project should end earlier due to low outcome or not (Representative 1 from FoES). However, one of the organizations, KSTF, develops a new strategy, a “project model”, when choosing new projects. The projects now are more in line with the goals of the organization than before the change (The representative from the KSTF). Which means that the organization can keep its aims and goals easier.

Historically, NGOs have used different social media and news to reach out to the public about human-rights violations as well as encourage people to put pressure on actors to treat the environment and humans better (Thrall, 2014). Looking at the third area “Relate to and attract support from stakeholders” that suggests that the organizations should nurture their relationship and connection to their supporters and resources (Wetterberg, 2015), all three organizations worked actively on this issue. The organizations in focus have specific people employed for handling the search of grants and communication with supporters and members. The organizations are using contemporary social media to reach out to the society and try to find
new ways of attracting new target groups (The representative from the KSTF). Due to the competition of the public attention on internet (Thrall, 2014), there is a constant need of development in the communication with society. As well as all other capacities this is an endogenous process that needs constant development (Ulleberg, I. 2009). The representative 2 from the FoES stated in the interview that they have had problem with how they should as well as could reach out to all of their supporters and the question of what information should be sent out has been discussed (Representative 1 from FoES).

The second to last point “Adapt and self-renew” suggests that the organizations should monitor their capacities, encourage dialogues among the staff, add new ideas and practices to the organizations, encourage learning. The point is also discussion how well an organization can adapt to new situations (Wetterberg, 2015).

Some challenges were found from the interviews, regarding the communication between the branches of SSNC and the branches of FoES. However, according to the representative from the KSTF it does not have the same issue. With the new strategies the organization has developed, the turnover rate of staff for example is more steady than before, due to that the organization works towards a “project-based” organization. The KSTF has a good introduction for new employees and promotes education among staff. It also monitors and maps staff knowledge and experiences (The representative from the KSTF) that the ECDPM model recommends (Wetterberg, 2015). Increased interests in managing and mapping knowledge can be viewed among companies and organizations. Actors have seen that effectively managed knowledge have beneficial outcomes, as well as improved performances, and are willing to develop new strategies and capacities (Yun et al, 2011). The importance of investing in organizational human resources as well as in individuals has gained new perspective lately and been discussed in the society (Mouallem, 2014), which the KSTF’s activity is one example of. The FoES has fewer seminars and educational opportunities for the staff, although the SSNC has more opportunities.

The fifth and last point in the ECDPM model for capacity development is “Balance coherence and diversity”. It recommends that the organizations should preserve their balance, diversity as well as keep their mission and their identity even when working with multiple stakeholders (Wetterberg, 2015). All three organizations do have a clear mission and goals in their work, although the KSTF has one quite narrow work of area, compared to the other two organizations. It focuses on littering in nature (Håll Sverige Rent, 2016), while as the other two have 5 or more work of areas. This suggests that FoES and SSNC have a larger range of stakeholders and actors they are able to work with, than KSTF that has one focus area. It might suggest that SSNC and FoES is more flexible in their work and are able to get more opportunities of work. However, even if KSTF have a narrower work area and less opportunities of work, they do have a significantly clear aim and mission for the organization. This seems to be, in this study, more flexible in the other organizations. Khieng discusses in an article that some NGOs only carry out projects and campaigns that funders are interested in funding (Khieng et al, 2015). The scholar indicates that some NGOs accept offers of collaboration for funders, even if that would imply a drift away from its basic mission. In some cases, this is an act of survival for organizations, due to lack of support (Khieng et al, 2015). This study shows that KSTF and FoES have a strong policy of who they should and should not collaborate with. Whereas the SSNC is more open for collaborations with other organizations as well as companies, as long as they work with environmental questions (The representative from the SSNC).
7.2 Challenges of the organizations
There were some more significant challenges of the organizations founded in this research that are discussed in this section. One of them was the communication between staff, and the branches of the organizations, that was an issue for all three organizations. The other significant challenge common for all three, was their dependence of funding and the staff turnover rate.

The first challenge regarding the communication within the organizations, arises from the interviews of this study. KSTF has had problems communicating between the different work areas in the organization, but is currently developing a new strategy. The FoES and SSNC have less communication, or not at all in some cases, between the country level of the organizations and their branches (Representative 1 from FoES). Research has previously shown an important linkage between organizational communication and several important outcomes. One example that Bakar et al, discusses is that the “organizational communication is positively correlated to organizational commitment, job satisfaction and organizational climate satisfaction” (Bakar et al, 2013). This shows, together with suggestions from the capacity development model of promoting communication with staff and stakeholders (Wetterberg, 2015), that this might be a challenge worth working within these organizations to be able to have a better outcome.

The second challenge regards the dependence of funding. All three organizations search for grants. Some grants are only available for those who have not got the grant earlier. Hence, even if the organization has a good connection with the funders and did a good job with the previous job, they might not be a candidate for the next year grant (The representative from the KSTF). Whereas both FoES and SSNC is an “project-based” organization, the KSTF is moving away from that and hopes to be able to keep their main work areas and the staff independently of specific funds. What has been missing for the organizations is money to develop the organization, not marked funding for projects (The representative from the KSTF). With funding for the organizational development, the organizations could focus more on internal development to get a stronger platform to work from, which is suggested by the capacity development. They could focus more on local capacity and knowledge, which is, according to the United Union Development Programme (UNDP), the key to sustain as an organization or an enterprise (UNDP, 2009).

7.3 Differences in capacities and strategies between the three organizations
The three analyzed organizations, have many common capacities and some common challenges. Like other environmental non-governmental organizations (ENGOs), they have issues with finding actors to fund (Gent et al, 2015) both projects and the organizational operation. It makes it harder for the organizations to keep the staff and their knowledge, when a significant amount of the funding has to go to specific projects.

Area of work is another difference between them, as well as their stakeholders. The KSTF makes their collaboration partners more tied to their aim, than what it was before when they worked with more questions and projects even if they did not answer to their organizational goals (The representative from the KSTF). The SSNC works with several organizations, companies and actors, which is expanding their organization. In some cases, has this lent to corruption of the organization, when working with organizations outside of Sweden. Like the case when one of the environmental activists was killed (The representative from the SSNC). The representative from the FoES claims that the organization does not work with companies at all, due to its radicalness, as well as their fare of corruption and bad reputation. However, they have partnerships with other ENGOs (Representative 1 from FoES).
One of the significant differences is that KSTF does not look to expand the organization in particular (The representative from the KSTF), it is an organization without branches. While as, both FoES and SSNC have branches in Sweden, and promote more branches to arise. The two last named can do and has done more impacts and have had more projects over the years, more people are involved around in Sweden.
8. Conclusion

This study is a case study set out to examine the capacities and challenges of three Swedish ENGOs, for them to sustain internally, within the organization. Three organizations are examined; Swedish Society for Nature Conservation, Friends of the Earth Sweden and Keep Sweden Tidy Foundation. The ECDPM model with five core capacities suggested for organizations and companies lay as a ground for this research, the results are analyzed through the theory of capacity development. The methods employed for gathering data is text analysis, secondary data and qualitative semi-structured interviews. This study also discusses the differences between these ENGOs.

These three analyzed ENGOs researched clearly do significantly positive impacts on both the environment and the society, as well as other ENGOs in general. Even if the organizations do not specifically work with capacity development theory, all three of them, proved by these findings, to have several capacities that are claimed by the theory. Table 1 (Capacities and challenges of the SSNC), 2 (Capacities and challenges of the FoES) and 3 (Capacities and challenges of the KSTF) provide summaries of the capacities that each specific organization has. All three organizations have, to various extent, a well-structured organization with divided work areas and well documented work. However, there is always need of improvement and development of strategies, capacities to sustain even better.

The findings reveal two significant challenges that all three ENGOs have. One of them is the communication between the branches as well as the staff. The interviewees states that a better communication among staff and branches would generate a more unified organization with a better focus on their aims and goals. The other challenge is their dependence on donors. That the ENGOs get funding for specific projects that requires an increase of staff, which latter when the funding runs out needs to decrease again. This leads to some turbulence in the organizations and losses of valuable resources and knowledge.

Some differences are a matter of where the ENGOs are in their way to perceive a more sustainable organization. They all have several capacities that are suggested by the theory, however they are in different stages in the process and they take slightly different paths.

These findings give a brief overview of what capacities and challenges the ENGOs have, which leads to some suggestions of areas that needs improvement. The main areas the findings suggest can be improve are; the communication within the organizations and for them to be less dependent on external funding. Further research can be focused on identifying what capacities organizations have, as well as their challenges on a deeper level, to give better suggestion of how and what improvements can take place.
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10. References


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