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## STRATEGIC PLAN 2011-2013

(Final Abridged)

**VISION** We envision an equitable and sustainable world where everyone has clean water, renewable energy, and a healthy environment.

**MISSION** Green Empowerment provides villages in the developing world access to clean water, electricity through renewable energy, and sustainable solutions.

### CORE VALUES

**SOCIAL JUSTICE** -- We support people in their efforts to live free of poverty, oppression, and exploitation.

**SUSTAINABILITY** -- We promote strategies for improving human well-being that simultaneously restore and protect local ecosystems, mitigate carbon emissions, and help communities adapt to climate change.

**LOCAL LEADERSHIP** -- We encourage in-country leadership to take responsibility for their own decisions and manage their own resources. Our work is rooted in respect for the values, the dignity, contributions, and perspectives of our partners and the cultures in which we work.

## PROGRAM FOCUS

We prioritize **integrated** projects that serve the **greatest human need**, are **sustainable** over time, and have the possibility of **broader impact** beyond any one community.

Our **renewable energy** systems:

- Generate energy and electricity for household uses including: lighting and cooking.
- Offer energy-efficient lighting and power for schools, health clinics, and community centers.
- Provide power to charge cell phones, radios, and computers to improve communications.
- Supply energy for income-generating activities, such as crop processing or small businesses.
- Reduce the consumption of fossil fuels and firewood.

Our **water** systems are designed to:

- Deliver and treat water for drinking, cooking, washing, hygiene, and irrigation.
- Improve hygiene and sanitation
- Strengthen community management of their water resources and watersheds.

Our **watershed restoration and management programs** work to:

- Prioritize local land rights and community management of forests and watersheds.
- Promote income generation from agricultural practices that advance forest and soil regeneration and allow for the conservation of biodiversity.

Our projects address **climate change** by:

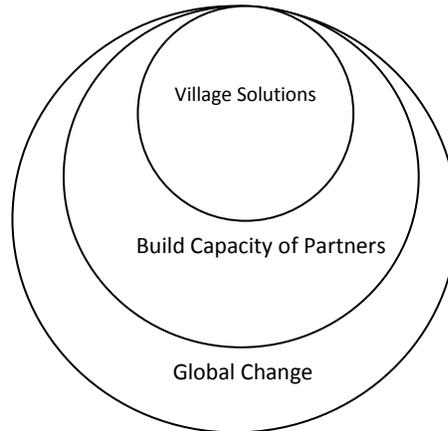
- Utilizing renewable energy to demonstrate practical alternatives to fossil-fuel based development
- Helping communities adapt to varying rainfall patterns by developing water systems that factor in groundwater recharge with watershed restoration and sanitation activities
- Supporting forest conservation and soil enrichment practices that increase carbon sequestration.

## WORKING APPROACH

Through our network of local partners in the developing world, we work with local and regional governments, and rural communities to increase rural standards of living, restore forests and watersheds, and address climate change. Green Empowerment coordinates the provision of needed technical, organizational, and financial assistance to support local leaders and communities motivated to improve their lives. In addition, Green Empowerment engages a diverse constituency of North American and European universities, civic groups, and businesses to expand projects, broaden skill-sets, and mobilize resources for our NGO partners.

At the core of our mission is project implementation that directly benefits thousands of people each year. We add a multiplier effect by building capacity to innovate and replicate these projects. And finally, we use our experience to scale-up impact and affect change at a systemic level.

## Village Solutions for Global Change



### CORE COMPETENCIES

Green Empowerment adds a valuable set of tools, developed through 13 years of practical experience, to jointly implement projects. We build the capacities of our partners and strive for systemic change, using the following methodologies:

- Initiate and facilitate collaborative **multi-stakeholder networks** that transfer knowledge between partners in the South, and well as the North to the South.
- **Relationships with NGO partners** built through long-term joint work based on trust and a respect for local leadership.
- Providing projects, partners, and funders **Quality Assurance** through follow-up, development, oversight, monitoring, reporting, and evaluation.
- **Technical know-how** on a range of appropriate technologies allowing us to provide hands-on training, on-line education, design assistance, and mentoring to expand the portfolio of technologies our in-country partners can utilize.
- **Programmatic insight** into development strategies, community-management of basic services, evaluation, and scale-up.
- Expertise in **funding strategies** and proposal development to bring needed resources to catalyze good local ideas.
- **Management skills** administer complex multi-country programs and to build capacity of local partners and communities.
- Strong **partnerships with academia and private sector** to facilitate applied research to improve projects and disseminate knowledge.

- Facilitation of specialized local and international **Volunteers** to serve our local NGO partners.
- Tailored programs to engage civic groups and student groups on international rural development, including facilitating **Adopt-a-Project** opportunities and in-country **service projects**.

## GEOGRAPHIC REACH

Currently, our core countries are in Latin America and Southeast Asia. In Latin America, our core countries are Mexico, Nicaragua, Ecuador, and Peru with additional program activities in Costa Rica and Colombia. In Southeast Asia, our core countries are Malaysia, the Philippines, and along the Thailand/Burma border.

We will continue to expand our work in these countries while also exploring strategic alliances and opportunities in other regions, with an emphasis on growth into Africa.

## GOALS 2011-2013

### 1) VILLAGE SOLUTIONS: RENEWABLE ENERGY, WATER, & WATERSHED RESTORATION AND MANAGEMENT

OBJECTIVE: Catalyze direct renewable energy project implementation, bringing immediate benefits of well-being, health, education, and economic opportunities to rural populations

KEY STRATEGIES:

1. Partner with in-country NGOs to bring the benefits of **renewable energy**.

TARGET: 10,000 people will have energy in their homes from renewable sources and 30,000 will use public services powered by renewable energy.	2011-2013 TARGET (PEOPLE)
<ul style="list-style-type: none"> <li>• Generate energy and electricity for <b>household</b> uses including: lighting and cooking, charge cell phones, radios</li> </ul>	6,000
<ul style="list-style-type: none"> <li>• Offer energy-efficient lighting and power for <b>community</b> uses: schools, health clinics, and community centers.</li> </ul>	40,000
<ul style="list-style-type: none"> <li>• Supply energy for <b>income-generating activities</b>, such as crop processing or small businesses.</li> </ul>	4,000 (overlap with above)
<ul style="list-style-type: none"> <li>• Ensure sustainability: Define and monitor metric</li> </ul>	

2. Partner with in-country NGOs to bring the benefits of **water** access.

TARGET: 8000 people will have access to water for household or agricultural uses. 4000 will have received sanitation/hygiene education.	2011-2013 TARGETS (PEOPLE)
<ul style="list-style-type: none"> <li>• Deliver and treat water for drinking, cooking, washing, hygiene, and irrigation.</li> </ul>	8000
<ul style="list-style-type: none"> <li>• Incorporate hygiene and sanitation education workshops and strengthen community management systems.</li> </ul>	6000
<ul style="list-style-type: none"> <li>• Ensure sustainability: Define and monitor metric</li> </ul>	

3. Partner with in-country NGOs on **watershed restoration and management** programs.

TARGET: Develop and implement two integrated, multi-village watershed management and conservation projects.	2011-2013 TARGETS
<ul style="list-style-type: none"> <li>• Integrate watershed restoration and management activities around each water project to replenish local water supplies and regenerate soils and forests.</li> </ul>	4000 acres (e.g. land protected, trees planted, rainwater catchment, reduced deforestation)
<ul style="list-style-type: none"> <li>• Prioritize local land rights and community management of forests and watersheds</li> </ul>	Legal rights to land, carbon credits, resources, strengthened in 2 communities – 2000 acres
<ul style="list-style-type: none"> <li>• Promote income generation from agricultural practices that advance forest and soil regeneration and allow for the conservation of biodiversity</li> </ul>	2 Multi-community programs

## 2) LOCAL CAPACITY BUILDING

OBJECTIVE: Strengthen skills of existing and new partners to design, build and manage village-scale projects.

KEY STRATEGIES:

1. Build and coordinate networks between NGOs, universities, and other stakeholders to advance technologies and implementation strategies.

	2011-2013 TARGETS
TARGET: Network activities will involve 200 people in 10 countries that result in improved implementation of at least 3 appropriate technologies.	200 people 3 Networks

2. Directly train existing and new partners on technologies, and coordinate the transfer of technologies between partners.

	2011-2013 TARGETS
TARGET: 6 partners will be able to implement projects that they were not able to prior to our efforts.	12 tech transfers

3. Actively increase our quality assurance role by providing program management, technical assistance and application of best practices to improve project outcomes.

	2011-2013 TARGETS
TARGET: Quality programmatic input will be provided to 10 partners. Program evaluations and metrics will be formalized to ensure high-impact and sustainable projects.	GE to be more proactive in developing new programs w/partners. Improve metrics/ evaluations.

### 3) GLOBAL CHANGE

OBJECTIVE: Promote strategies of scaling up our work and systemic change by influencing various actors in sustainable development processes, beyond our immediate involvement.

KEY STRATEGIES:

1. Integrate renewable energy, water and watershed programs into government programs

	2011-2013 TARGETS
TARGET: Promote support by provincial governments, via our partners, to plan, co-fund, monitor, and replicate projects.	2 Provincial Plans 5 projects with local government financial support 2 Coordinated project with national government agency

2. Develop and demonstrate technology innovation and new financial mechanisms (i.e. micro-credit) that can be replicated by others.

	2011-2013 TARGETS
TARGET: Improve 3 technologies for broader use. Demonstrate 1 new financial mechanism or management system.	River Turbines Water Filters Wind Turbines  Explore micro-credit

3. Advocate for improved practices in sustainable development by disseminating our lessons learned.

	2011-2013 TARGETS
TARGET: Publish 4 documents, on best practices, lessons learned and specific technologies, present at 3 conferences, and distribute to partners and other stakeholders in international development as well as to the public via website.	4 publications 5 conferences 1 website (redbiolac)

4. Form Joint Ventures with new partners to expand our geographic and program reach.

	2011-2013 TARGETS
TARGET: Form 3 new partnerships to increase our effectiveness and mission implementation, including a new partnership in Africa.	3 substantial new partnerships

5. Facilitate a two-way learning process between Southern NGOs and participants from the North.

	2011-2013 TARGETS
TARGET: Involve universities, civic groups and the private sector in our work.	300 participants

#### 4) ORGANIZATIONAL EXCELLENCE

OBJECTIVE: To accomplish the objectives in this plan, we will continue to grow by continuing to improve our staff capacities, networking and outreach, fundraising and community engagement efforts.

KEY STRATEGIES:

1. Increase organizational capacity and increase our **in-country presence** and direct assistance.

TARGET: Expand Staff (in US and Overseas), Volunteers and Board.	2011-2013 TARGETS
US Staff - Increase focused on technical and program staff.	6-7 US staff
Increase overseas personnel presence, based with NGO partners.	2-3 Staff (At least 1 in each region) 5 Volunteers
Continue to engage support by US Volunteers	6-7 in Portland
Expand Board	12-15

2. Build solid and diversified funding base.

TARGET: Increase funding by 15% annually and reach a sustainable annual budget of **\$1,006,000** through the following major categories:

3. Implement external communications plan and institutionalize internal processes.

TARGET: Improve visibility through website, email lists, mail and media, and institutionalize administrative processes.