

fingo

Programme 2022-2025



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Abbreviations

| | |
|---------|--|
| ATI | Addis Tax Initiative |
| AGNA | Affinity Group of National Associations |
| AEA | Association for Educational Activities |
| CAN-E | Climate Action Network Europe |
| CAN | International Climate Action Network International |
| CLC | Collective Leadership Compass |
| CSO | civil society organisation |
| Eurodad | The European Network on Debt and Development |
| EU | European Union |
| GCE | global citizenship education |
| GoF | Government of Finland |
| GHG | greenhouse gases |
| GDP | gross domestic product |
| GNI | gross national income |
| HRBA | human rights based approach |
| IDIA | International Development Innovation Alliance |
| LNOB | Leave no one behind |
| MFA | Ministry for Foreign Affairs |
| MEP | member of the European Parliament |
| MIC | middle-income country |
| MO | member organisation |
| NGO | non-governmental organisation |
| ODA | official development assistance |
| OECD | Organisation for Economic Co-operation and Development |
| ODI | Overseas Development Institute |
| PMEL | Planning, monitoring, evaluation, and learning |
| PCD | policy coherence for development |
| PB | Powerbank |
| PSI | Private Sector Instrument |
| PCBCR | public country-by-country reporting |
| RBM | results based management |
| SDG | Sustainable Development Goals |
| SDG WE | SDG Watch Europe |
| SRHR | sexual and reproductive health and rights |
| TJ-E | Tax Justice – Europe |
| UN | United Nations |
| UNICEF | United Nations Children's Fund |
| UNDESA | United Nations Department of Economic and Social Affairs |
| UNESCO | United Nations Educational, Scientific and Cultural organisation |

Summary

(why, what, how)

Civil society is a powerful agent for reducing inequality and promoting sustainable development. Civil society organisations (CSOs) have a crucial role in holding governments accountable for public decision-making and for protection of universal human rights. But in today's complex and uncertain world, the space for civil society is shrinking and the landscape for CSOs is changing rapidly. We witness deep socio-political uncertainty, rising nationalism, populism, authoritarianism, polarization and violent extremism as alarming backlashes against human rights.

Several global trends, with complex and interlinked consequences, are also affecting civil society, especially in developing countries. Inequality and injustice are rising - closely linked to the current economic system, accelerated by climate change, firmly connected to the increasing digital divide, and intensified by the Covid-19 pandemic. The regulatory framework and the overall environment for civil society is oppressed in many countries and the rise of communication power affects CSOs' abilities to operate. Also, the landscape of development cooperation is changing including cuts in Official Development Assistance (ODA), emergence of new debates, narratives and paradigm shifts, and the fourth industrial revolution of digitalisation and technological expansion.

A strong civil society is both an instrument and a valuable objective in itself. In acknowledging that civil society should be dynamic, diverse and independent and able to operate freely, knowledgeable and skilled concerning human rights, **the impact that this four-year programme contributes to is defined as follows: Civil society organisations in developing countries are able to implement their role in sustainable development.**

The eradication of poverty is a prerequisite for sustainable development. The transformative promise of the 2030 Agenda¹ - to Leave no one behind (LNOB) - represents an unequivocal commitment of all to eradicate poverty, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind. As a plan of action, the 2030 Agenda seeks to transform the world, but it also provides Fingo and this programme the overall guidance towards systemic change. Justice, a sustainable future and human rights stand at the core of Fingo's vision and mission, and the concluding line *just for everyone* highlights our firm commitment to this transformative promise.

This transformation must take place at several levels of society - practical, political and personal – and must consider the effects on people, environment, peace, partnerships and prosperity. This programme is, therefore, anchored on systemic thinking to understand interdependences, the dynamic behaviour of systems and the structures these generate. Along the same lines, the Sustainable Development Goals (SDGs) are addressed in this programme as a whole, not only as separate goals. The 2030 Agenda and the 17 SDGs are intrinsically linked with

universally recognized human rights; SDGs are not achieved without being embedded on human rights principles and human rights are not realized, if the SDGs are not met.

Fingo is a national platform that we envisage as force for positive and systemic change. Cooperation is the only way to create permanent structural solutions, and as a platform we have an important role in building bridges and facilitating dialogue at home and abroad. Our nearly 280 member organisations (MOs) that work towards sustainable development and global justice are powerful when acting together. They represent a rich variety of CSOs, but it is our values and conviction to collaborate and share expertise and knowledge that unite us all. Diversity is our strength, and the broad array of perspectives allows for continuous learning in the ever-changing global environment. While a multi-voiced civil society creates the conditions for social participation around the world, a multi-voiced Fingo is a platform for channeling our MOs' and their partners' expertise and experience for solving global challenges.

The key approaches applied for implementing this programme are therefore as follows: i) the Human Rights Based Approach (HRBA) driven to empower people to know and claim their rights; ii) the Water of Systems Change addressing the three levels, i.e. structural, relational and transformative, and key conditions of change; and iii) the Collective Leadership Compass providing the guiding structure for navigating in complex settings collaboratively and to enable outcome-oriented and constructive co-creation at individual, team, organisational and cross-sectoral levels.

Considering the above impact statement and that the majority of our MOs have operations in over 100 developing countries, the final beneficiaries and rights-holders of this programme are people living in vulnerable situations in developing countries, who are reached through our MOs and the wider civil society community. Also, CSOs in developing countries themselves are beneficiaries and rights-holders through the partnerships with MOs. Furthermore, the programme directly reaches CSOs in East Africa through the Powerbank programme.

The programme theory of change is anchored on three mutually reinforcing elements: creating impact through a system change, influencing global challenges together, and creating results simultaneously at structural, relational and transformative levels. The change towards the programme impact is emergent and continuously evolving, and the identified - highly interconnected - pathways to change through advocacy, partnerships, CSO capacitation and communication are non-linear and interlinked with other actors and factors.

To address the above challenges and to drive change at all levels, key actors that the programme influences and the interlinked role of different duty-bearers and partners were identified through a thorough HRBA analysis. These are the policy makers and authorities in Finland and in the EU as ultimate duty bearers, Fingo and its MOs and the wider CSO community, and the Finnish public as moral duty-bearers. This also enabled us to formulate the **programme outcomes as follows** – one addressing each duty-bearer, all firmly linked to each other, and as a whole setting the frame for the systems change this programme contributes to:

- **Outcome 1.** Outcome 1. Finnish and EU policy makers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development
- **Outcome 2.** Finnish CSOs' organisational capacity to work with the civil society in developing countries, in the rapidly changing world, has strengthened
- **Outcome 3.** Public commitment to sustainable development has been increased

The first outcome is based on the firm belief that the Finnish and EU policymakers must fulfil their obligations as representatives of the state towards the civil society. During this programme, Fingo will continue its advocacy work for adequate resources, funding and an enabling environment for CSOs. The key strategies applied are cutting-edge evidence, focused and agile advocacy, collective skills building and knowledge sharing, bridging and connecting, and addressing capacity gaps of policy makers. Also, the crucial narratives and paradigm shifts of our time are considered. They comprise interlinkages between the root causes of inequality and the unjust economy,

¹ 2030 Agenda for Sustainable Development. UNDP. <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development.html>

the shifting funding landscape, the effect of global and EU decision-making on the national level, and the need for global responsibility and policy leadership to implement sustainable development.

Regarding the second outcome, it is evident that Fingo and the Finnish CSOs are in a duty-bearer role in relation to civil society in developing countries. CSOs have an obligation to support their partners, improve service delivery and advocate for attainment of human rights and the protection of the civil society space, whereas it is Fingo's core function - and highly appreciated by our members - to strengthen the capacity of CSOs through training and learning processes, peer-learning opportunities, networks and exchange of best practices, learning material and web-courses, and advisory services. While continuing this important work and building on the lessons and recommendations concerning the successful Powerbank extension, this programme pays special attention to the following: addressing the changes and emerging trends in CSOs' operating landscape; acknowledging inequality as a complex, multifaceted and an alarmingly growing phenomenon; fostering a culture of experimentation, adaptability and agility; understanding the manifold pros and cons of digitalisation; and nurturing partnerships beyond the development community. Our overall approach to strengthening civil society capabilities for transformative change is based on four dimensions: the capacity to observe the external environment, to relate and to advocate and communicate, and operational capacity.

The third outcome rests on the premise that opinions and attitudes of the general public create the necessary pressure for societal change and towards policymakers, and that change is needed at the level of knowledge and thinking skills, as well as values, attitudes and behaviour. As open communication and freedom of speech are highly threatened and there is a clear gap in terms of comprehensive, diverse, reliable and clear information on global and sustainable development, awareness raising, and global citizenship education (GCE) remain fundamentally important tools.

Table 1: Programme objectives

| Impact | Outcome | Output |
|---|---|--|
| Civil society organisations in developing countries are able to implement their role in sustainable development | 1. 1. 1. Finnish and EU policy makers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development | 1.1. Fingo and CSOs have increased the awareness and accountability of policy makers about factors increasing inequality in developing countries and about harmful regulations and practices that affect civil society space |
| | | 1.2. CSOs have been engaged and heard in key political processes by policy-makers |
| | | 1.3. CSOs have advocated for increasing ODA funding, including funding for CSOs in both absolute and relative terms and ensuring that all relevant funding has been targeted to reduction of inequality in sustainable development |
| | | 1.4. Fingo and its MOs have strengthened strategic partnerships with international CSO networks to increase impact on issues affecting civil society |
| | | 1.5. CSOs have advocated for policy makers to strengthen regulation and legislation related to private sector accountability, as well as, develop policies and guidelines to clarify and determine the duty bearer role of private sector in sustainable development |
| | 2. Finnish CSO's organisational capacity to work with the civil society in developing countries, in rapidly changing world, has strengthened | 2.1. The ability of Finnish CSOs to develop the resilience and relevance of their work has been strengthened |
| | | 2.2. Finnish CSOs' understanding of the opportunities and risks related to digitalisation in their work with CSOs in developing countries has been strengthened. |
| | | 2.3. The possibilities and capacities for Finnish CSOs to establish dialogue and strategic partnerships with public, private, civil society and other social actors have been strengthened |
| | 3. Public commitment to sustainable development has been increased | 3.1. Fingo's communication and events have reached wide audience and raised interest in sustainable development and civil society's role in it |
| | | 3.2. Communication and global citizenship education competence of member organisations have been strengthened |
| | | 3.3. Various actors have received information on the fundamental role of global citizenship education in achieving the 2030 Agenda |

The programme is based on past lessons, careful analysis of the current environment and trajectories for the future. Self-assessments conducted before and during the programme design process, the Fingo strategy renewal in 2020, specific evaluations, a member survey in 2021, institutional and operational reforms earlier in 2019, and a mid-term evaluation process of the current programme are all reflected in this programme.

The programme is well aligned with relevant global and national policies. While the 2030 Agenda creates the overall foundation, Finland's development policy and the MFA Guidelines for Civil Society in Development Policy provide guidance in terms of critical priorities. The systemic approach applied in the programme enables to integrate all of Finland's priorities and cross-cutting issues. The programme also considers the European consensus on development² and consensus on development education³.

The implementation of the programme rests on a solid result-based management (RBM) framework and a planning, monitoring, evaluation and learning (PMEL) plan, both of which are to be further developed based on the developmental evaluation to be conducted at end of 2021. The results matrix details the logical framework articulating the change sought by the programme, key indicators demonstrating the desired change, and displays the baseline and target data. Plans and budgets as well as reports are made at regular intervals and at several levels, in consultation with MOs and with full transparency allowing for continuous learning. Both external and self-evaluation evaluations are conducted, as well as a comprehensive member survey every second year. In terms of organisational capacity and development, the EFQM-Model is applied and an Action Plan for Competence Development produced annually.

The programme risk management system (RMS) follows the MFA's RBM, anti-corruption and ethical guidelines as well as international best practices. The programme includes an updated Risk Matrix including external and internal risks further categorised into contextual, institutional and programmatic risks. The RMS, based on proactive scanning and participation of MOs, also includes a risk register, risk prevention and response measures, and persons responsible.

The total budget for the programme is 17 259 000 euros, of which 25% is allocated to outcome 1, 20% to outcome 2, 37% to outcome 3 and the remaining 18% to organisational continuous renewal. Fingo's own contribution to the programme is 2 759 000 euros (16%) and the applied funding from the MFA is 14 500 000 euros. The budget includes personnel costs for 37,80 person-years corresponding to 54% of programme's total costs. Programme covers 100 percent of Fingo's expenses and is therefore of utmost importance to the implementation of Fingo's strategy and mission. We have also set ambitious targets to seek other domestic and international funding sources to supplement and leverage MFA funding for greater scale and impact, and thus multiply the impact of Finnish ODA funding.

The programme involves almost all Fingo staff. For its implementation, the staff is divided into five, headed by one director, who together with the executive director form the leadership team. The governing bodies are the two Annual General Assemblies, who elect the board for a two-year term. Financial management is guided by the Management Charter and Financial and Budget Regulations and based on internal financial administration and management as well as outsourced accounting and payroll services. Financial reporting to management and the board is conducted quarterly, and auditing is performed during the fiscal year for project purposes and annually for the financial statement.

² The New European Consensus on Development – Our World, Our Dignity, Our Future (2017).

³ The European Consensus on Development: The contribution of Development Education & Awareness Raising (2017). Development education multistakeholder group.

1.

Our approach



The 2030 Agenda is a plan of action that seeks to transform our world. It creates preconditions for sustainable development for people and the planet. It recognises that eradicating poverty in all its forms and dimensions, including extreme poverty, is our greatest global challenge and a prerequisite for sustainable development.

Fingo, the national platform for development organisations, believes that civil society globally has an extremely important role to play in holding governments accountable in the implementation of the 2030 Agenda and Paris Agreement on climate, the fight against poverty and inequalities and in implementing the sustainable development goals (SDGs). **Through this programme we want to support CSOs in developing countries to be able to implement their role in sustainable development.** This will happen through our member organisations (MOs) working also in developing countries and international networks all over the world.

1.1 Fingo and its member organisations

Since the 2030 Agenda was adopted, transformation has become a keyword, and among others the European Union (EU) has started to speak of a “transformative approach to international partnerships”. These calls for transformation to echo the emerging global consensus that “business as usual” will not be sufficient to tackle the multiple challenges and volatile future we face, while simultaneously keeping humanity within a safe operating space of planetary boundaries.

Fingo is a national platform for CSOs focused on sustainable development and global justice. As an umbrella organisation of 272 members our aim is to be a force for positive, systemic change. Building on the legacy of our predecessors, Kehys and Kepa, we serve as a force for positive change together with our member organisations and are active and appreciated members and contributors in numerous national, European and global networks. Together with member organisations, Fingo cherishes diversity, which is a key hallmark of a functioning democracy and a strong civil society. The diversity of organisations provides citizens with a variety of channels to participate and influence.

Some 40% of MOs operate without staff and almost all of them (90%) use volunteers to help supporting activities. Most MOs are based in the Helsinki area, roughly 70%, but many of the largest member organisations operate nationwide. MOs either support or run activities in more than 100 different countries and the most popular target continent is Africa, where 129 member organisations operate.

According to the latest member survey in 2021, the majority, 59% of MOs, consider development cooperation to be their main purpose. About half, 49%, named advocacy work and 41% global citizenship education. In practice, however, most member organisations do more than one of the above themes at the same time. The survey results 2021 indicated that an overwhelming majority, 78% of MOs have identified links between their activities and the 2030 Agenda.

The size of member organisations seems to be a determining factor in what activities and services they expect from Fingo. For small organisations with a budget of less than €50,000, the World Village Festival is seen as the most important Fingo showcase whereas the medium-sized MOs prefer networking. The largest MOs with a budget of more than €1 million prioritise Fingo’s delivery of relevant information and facilitation for learning.

Table 2: Data on Fingo’s membership

| |
|---|
| <p>Number of member organisations having programmes and projects in developing countries: 170 (60%)*</p> <p><i>* these activities are mostly development cooperation projects, but also friendship society activities, cooperation between educational institutions, private sector collaboration, faith-based cooperation, volunteer work, sponsorship programmes. The scope of our membership is extremely wide.</i></p> |
| <p>Themes of development projects with most mentions by MOs (data from 2019)**</p> <ul style="list-style-type: none"> • Education 143 • Children and youth 133 • Human rights 100 • Culture and multicultural themes 90 • Gender equality 89 • Civil society 85 • Voluntary work 87 <p><i>**many of these themes overlap so the data should be treated as estimates or rough numbers only. There are 55 themes in all.</i></p> |

As Finland’s Guidelines for Civil Society in Development Policy (2017) state, “Independent, vibrant, pluralistic and polyphonic civil societies create the prerequisites for peaceful participation of citizens in society and for the realisation of human rights.” A strong civil society is both an objective and an instrument – valuable in itself, but also a key means of achieving a sustainable future and human rights for all. Civil society strengthens the voice of citizens in defence of human rights and holds those in power accountable. While a multi-voiced civil society creates the conditions for social participation around the world, a multi-voiced Fingo is a platform for channelling the expertise and experience of our members into solving global challenges.

A national platform is a unique actor in its context. Our members represent a rich variety of CSOs, with different geographical, thematic and cultural backgrounds. They are everything from small voluntary-based organisations to large international foundations. What unite us are our values and our conviction of the need to collaborate for a sustainable future, global justice and human rights for all, and our vision, a just world for everyone. None of us can achieve this alone, but together we are stronger. Diversity is our strength, and the rich array of perspectives our members create opportunities for mutual learning when we come together as a national platform.

The key ways of working that distinguish national platforms are based on engagement and facilitated **participation**, coordinated and joint **advocacy**, empowerment of **capacities, skills and knowledge**, **mutual learning, communication, and awareness raising**, and serving as a platform for dialogue and working in partnerships. Through all this, the work of the members is amplified. These ways of working are the core elements of our current strategy¹. Strategy priorities heavily guide the content of this programme. Yet internationally, national platforms are not unique but have **equivalents in other countries**. National platforms and their members, across Europe and globally, address similar issues and face similar challenges. Just as Finnish civil society is stronger when working together, global civil society is strengthened via the coordinated approach and mutual learning these networks bring about. Fingo brings European and global experience to Finland, and as one of the most well-established and well-networked national platforms, leads by its own example in the European and global umbrella organisations for national platforms, CONCORD and FORUS.

1 Fingo strategy 2021-2024 <https://www.fingo.fi/sites/default/tiedostot/fingo-strategy-2021-2024en.pdf>

CONCORD is the European confederation of relief and development non-governmental organisations (NGOs), with 28 national platforms, 24 networks and four associated members. CONCORD is the main interlocutor with EU institutions on development policy, and together with its member networks acts to ensure that European policies promote sustainable economic, social and human development, addressing the root causes of poverty, based on human rights, gender equality, justice and democracy.

FORUS is a global network of 69 national NGO platforms and seven regional coalitions from five continents (including CONCORD from Europe). As a legitimate catalyst and representative of the voice of civil society worldwide, FORUS works to strengthen the capacities of civil society to ensure the effective and efficient participation of civil society, and advocates for better resourcing of civil society and upholds an enabling environment for CSOs.

Global perspectives are incorporated into the work of Fingo both via thematic collaboration with international networks and via member organisations. Fingo amplifies these voices to influence decisions on those in power to support Finland, the EU and the United Nations (UN) to take decisions that strengthen rather than undermine civil society and sustainable development around the world. International collaboration gives our members assertiveness and visibility for their work (more in 4.4.).

1.2 Fingo’s added value

Fingo as a national platform brings together organisations that share the same interests, are keen on working together, learning from each other and sharing their expertise and knowledge. Through cooperation, effectiveness is also improved as hundreds of different actors convey the same message instead of one. The same logic also applies at regional and global levels. **That brings added value for Fingo, its members and members’ partners in developing countries but also our partners everywhere.** That way of working strengthens civil society as such.

Implementation of this programme is based on our current strategy and core working areas. **Fingo can benefit from the good traditions of its predecessors and is continuously developing and modifying the ways of working to be relevant for its members and partners.** Through training courses, working groups and learning materials arising from CSO needs, we strengthen competences to operate amid continuous change. We continue to explore sustainable financing opportunities for CSOs and provide advice in project effectiveness and quality and at the same time monitor CSO financing situation and safeguard the interests of our members.

Our main advocacy task has been to influence political decision-making for the reduction of inequalities, strengthening human rights and sustainable development. Focus areas have been selected by our members. We continue to conduct advocacy on development policy and financing, action in defence of the space of civil society and consistent promotion of the structures and principles of sustainable development.

We continue to communicate about the important and effective work CSOs carry out around the world in an engaging manner. Information that is reliable and takes different perspectives into account is needed to support decision-making and choices. Our communications work seeks to inspire and engage people in Finland to act for a more just world. Events like World Village and Markets of Possibilities have long been mechanisms to raise awareness on global topics in Finland.

National platforms have an important role in facilitating networking and connections among member organisations, creating spaces for mutual learning. Peer to peer learning is still an important element in building quality and effectiveness. Fingo fosters diversity, which is a key characteristic of a well-functioning democracy and strong civil society, but also beyond building bridges to other actors.

We believe that cooperation is the only way to create permanent structural solutions that allow the world to

function in a just and sustainable manner. **As a platform, we have an important role in facilitating dialogue and exchange both internally, between member organisations, and externally, between different sectors, initiatives and stakeholders and our members.** Connecting with allies and partners is an important aspect in the work of civil society, as it allows us to break out of our traditional silos, become aware of other contexts, learn from each other, find new allies and reach new audiences. Facilitating cooperation for example with CSOs and the private sector has been one of our working areas. All these brings added value for all partners.

System change approach has been in our working agenda long time through both policy coherence work but also in global citizenship education. Those both are key elements of the 2030 Agenda philosophy too and are the core elements of this programme. Fingo's expertise in those is known internationally.

1.3 Lessons learnt

In designing this programme, we have carefully analysed the current operating environment and feedback from our stakeholders, and critically assessed our role and meaning in creating positive value for the civil society and sustainable development. However, we also ensure that experience gained from previous programmes, projects and activities are integrated into the programme. A critical self-assessment is necessary to recognise the gaps and identify the investments needed to ensure that Fingo can deliver its mandate and to respond to the needs of its member organisations and CSOs in developing countries.

In 2018, the previous programme period started off with the process of joining Kepa and Kehys together. **Creating a new organisation**, on the legacy of the two predecessors, was a fruitful process with many institutional, and operational reforms especially in 2019, and strategy renewal in 2020. Although it is too early to fully evaluate the impact of these reforms, Fingo conducted a mid-term evaluation process to improve processes and effectiveness of the key areas of Fingo's activities. This process included two external evaluations, on the Fingo's advocacy and learning component, and an externally facilitated EFQM Model self-evaluation (improvement of performance and change management). Also, the recommendations of the CSO evaluation commissioned by the MFA (finalised in 2017) are still relevant to this programme.

The key lessons are the following:

- 1) **Need to continue strengthening the focus on civil society.** In 2017, the CSO evaluation recommended that Kepa and Kehys strengthen their focus on the shrinking space for civil society worldwide. This became an important aspect of Fingo's programme in 2018-2021. The results have been good but more focused goals need to be developed to guide our activities in this area. The role of a vibrant and pluralistic civil society will be highlighted also through communication work. It is essential that we include the partners of our members and other CSOs in the developing countries in our capacity development activities, together with MOs and other Finnish actors. This was implemented in the programme extension 2020-2021 in Fingo Powerbank (PB), and the feedback as well as self-assessment has been very positive. This approach of joint learning with CSO in Finland and abroad will be strengthened in other learning services.

- The issue of civil society space is a priority in this programme (impact)
- Clear focus and goals regarding working for an enabling space of environment for civil society globally (output 1.1)
- More joint learning with CSOs in Finland and abroad in Fingo's services (output 2.1 and 2.2)

- 2) **Improved visibility of Fingo and the development CSO sector.** The CSO evaluation in 2017 recognised the

need to facilitate alliance forming by providing more information on which organisations work in which countries and with what kinds of portfolios. This issue is still very topical and was again identified as one of the key areas of organisational development in the EFQM Model self-evaluation in 2020. Fingo has made plans to improve the availability of this kind of information within the SDG framework. The plans are not yet in the execution phase and concrete efforts need to be made, and in coordination with the present grant digitalisation process of the government. Maintaining Fingo's own visibility has been challenging due to loss of expertise resulting from staff turnover, combined with a need to further clarify messages. Politicians still seem to value Fingo's expertise, which is extremely important for the advocacy results, but in the long run, Fingo needs media coverage to create public pressure for change.

- To improve the visibility of the CSO sector, a database and data visualisation project of MOs' work in their implementation of the SDGs will be carried out (output 3.1.)

- Fingo's own advocacy and media messages clarified in our key thematic areas. (output 1.2. and 3.3.)

- 3) **Segmentation of the member organisations.** For a platform such as Fingo, vivid member relations and good understanding of the work and needs of member organisations are extremely important. A biennial member survey was conducted in 2021 for this programme process, and it showed once again the plurality of our membership. A set of "member profiles" were identified in 2020, based on a study on the members, in order for the staff to get a better grasp of the diverse group of people from different organisations with different aspirations and needs that use our services. As a next step, a more systematic segmentation will be conducted. This will help to plan learning opportunities and other services to meet the variety of members' needs and to balance the advocacy work vis a vis the interests of different member segments. Effective and trustworthy opinion formulation among the varied membership of Fingo will be key area of focus that aims for influential relations with decision-makers. New models for formulating common positions with members need to be used and developed.

- A systematic member segmentation project will be carried out in Autumn 2021 (see 6.4)

- We encourage MOs to join more widely in our activities also which they haven't been involved yet diversifying communications (all outcomes)

- We put more efforts on building interlinkages between outcome areas to mix different members and partners working together (all outcomes)

- 4) **More balanced discussions on the private sector.** The plurality and diversity of Fingo's members' backgrounds, priorities and interests mirror also their attitude and interest towards working with the private sector. The private sector as such is very wide. It includes multinational corporates, and all sizes of companies at local, national and international levels producing items or services that are relevant in the development context. One aspect for CSOs has been corporate social responsibility and, more recently, business and human rights. Many CSOs have had a long relationship with the private sector as a sponsor or partner and many would never consider collaboration. That reality affects Fingo's capability to work with the private sector taking account of members' positions. We believe that the private sector is a fundamentally important actor in societies and that collaboration is needed, but there is also a need to hold the private sector accountable to respect human rights. We need to continue to facilitate debates with our MOs on the private sector, and in 2021 Fingo will launch its guidelines on private sector collaboration.

- Fingo proactively introduces visions and viewpoints on what a just and sustainable economy looks like and facilitates debate and networks where different actors can come together to exchange ideas on a just and sustainable economy and policies (output 1.1.)

- Fingo advocates for more coherent and coordinated policies, guidelines and criteria for private

sector engagement and partnerships in Finnish and European development policies and support development of private sector instruments to ensure official development assistance (ODA) is allocated to its most effective use (output 1.5)

- We provide matchmaking services between CSOs and the private sector and conduct research to share best practices and lessons learned with private sector engagement, local private sector development, and corporate responsibility. (output 2.3.)
- We enlarge our partnerships with different actors, including the private sector, in communication and awareness raising work (output 3.1.)

1.4 How we change the world – Fingo’s theory of change

Creating impact through systems change

As a response to global challenges affecting sustainable development, Fingo’s four-year programme has set its impact objective to be: **Civil society organisations in developing countries are able to implement their role in sustainable development.** Fingo’s contribution to this is indirect, taking place through operations carried out mainly in Finland and Europe as well as in some areas in Eastern Africa.

Achieving the programme impact requires systems change. Tackling the global challenges related to inequality, justice and sustainability are complex and require approaches, concepts and tools that take this to account. Thus Fingo’s theory of change appreciates the fact the pathways of change towards our impact and vision are emergent and continuously evolving. The change we facilitate through advocacy, partnership building and capacitating CSOs as well as communication is non-linear and interlinked with other actors and factors that we don’t have control over. But it is crucial that we focus on the networks of key actors to move towards the same vision together and thus the theory of change relies on the change of key duty-bearers and close collaboration of strategic partners.

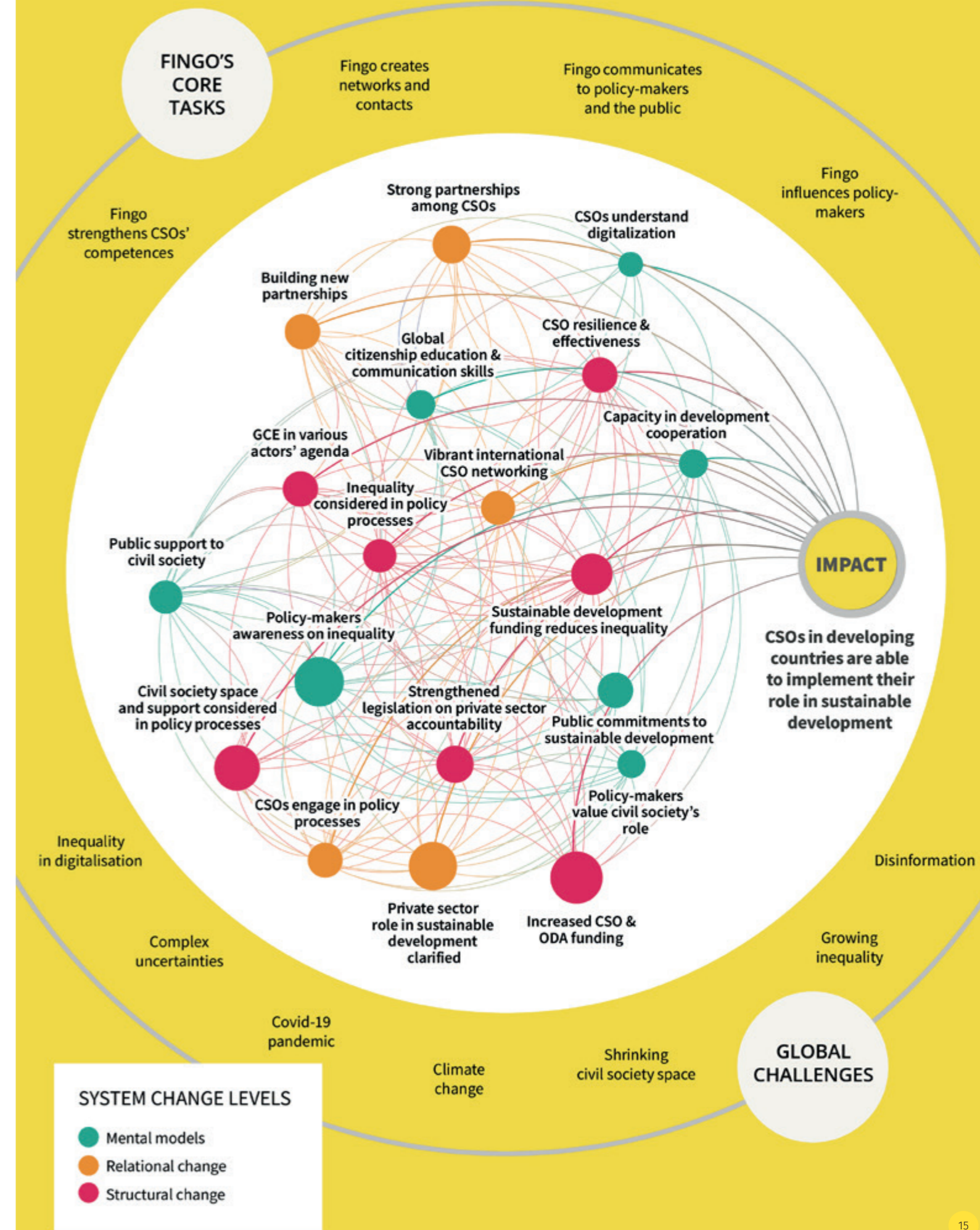
For systems change to be effective and sustainable it needs to happen simultaneously at different levels. We anchor our theory of change in the framework of Water of Systems Change². It draws attention to the fact that systems change happens simultaneously at three different levels: structural, relational and transformative levels. Within these levels there are six conditions that are common and interlinked in holding the social problems in place. At the structural and most explicit level the conditions are policies, practices and resource flows. At the relational level we look at relationships and connections as well as power dynamics. The transformative and most implicit level relates to mental models that influence how we think, what we do and how we talk (see also figure 4). Fingo as its members’ concerted driver aims to influence all these conditions simultaneously with chosen actions and actors (Figure 1 and 2).

The 2030 Agenda as a plan of action for sustainable development for people and the planet provides Fingo with the overall guidance to seek systemic change. Other system approaches that assist Fingo in delivering its impact and contribution to the 2030 Agenda are the Human Rights Based Approach (HRBA) and Collective Leadership Compass (CLC). They are described in more detail in chapter 2.3.

² Water of Systems Change (2018). FSG. https://www.fsg.org/publications/water_of_systems_change

Figure 1:

Fingo’s Theory of Change: Systems Approach



Influencing global challenges together

The global challenges affecting Fingo's impact on civil society's ability to implement its role in sustainable development are diverse. The main challenges and trends that we want to encounter within our programme relate to increasing inequalities between and within countries, shrinking space for civil society and the changing landscape of development cooperation (described in more detail on chapter 2.2). While climate change and Covid-19 pandemic play a crucial role, trends like for example digitalisation, rise of communication power and the persuasive power of disinformation and new debates regarding aid and development cooperation also affect our theory of change.

To tackle these challenges to enable civil society to implement its comprehensive role in sustainable development and for us to attain a just world for everyone, we need to work together. We used the approaches and analysis of HRBA to choose the key actors to influence and to get onboard (for HRBA analysis, see chapter 4.1). Key actors in whose duty-bearer role we seek change are decision-makers, CSOs in Finland, Fingo itself and the public in Finland.

The outcome areas for reaching the impact are:

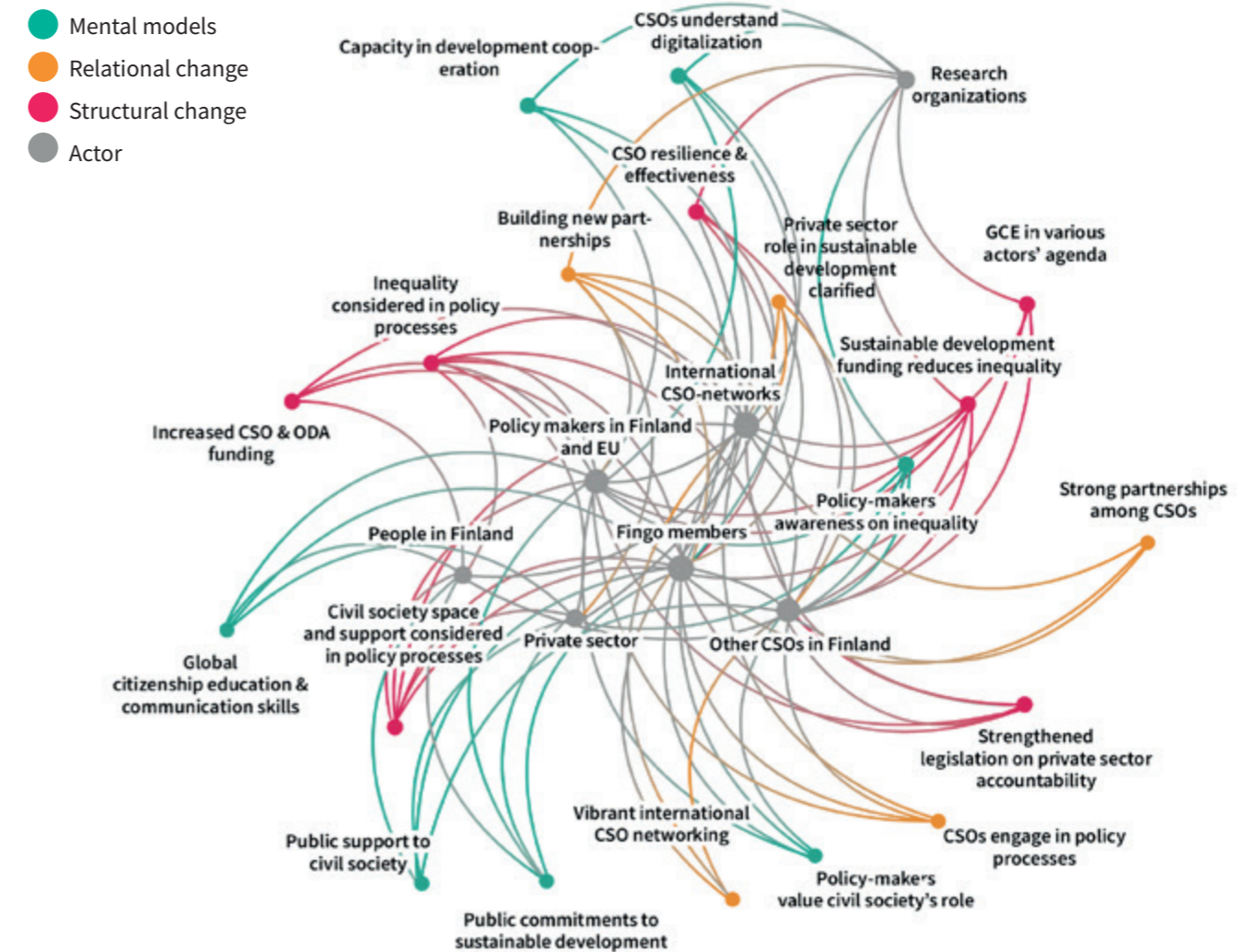
1. Decision-makers' awareness, accountability and effective role as ultimate duty-bearers,
2. CSOs' capacity to address systemic issues of inequality and support the functions of their partners in fulfilment of human-rights in a changing world and
3. Public awareness and commitment to sustainable development through communication and global citizenship education.

Each of the change pathways to these outcomes involve the three systemic levels (structural, relational and transformative) explained above.

The actors with whom we leverage the change and results under outcome areas are described in figure 2. The picture emphasises the interlinked role different duty-bearers and partners play in achieving the results and the change the programme aims at. In the figure, the results of the programme are divided according to the three levels of systems change. Three levels show the choices we have made in tackling the conditions that keep civil society's role diminished in sustainable development. While interconnectedness is a fact among the actors and change pathways of the programme, some of the actors are more pertinent in relation to the result areas than others. However due to the dynamism and continuous change of the system, it is good to keep in mind that also the actors' roles keep evolving, and thus the level of interconnectedness is also changing.

Figure 2: Fingo System Leverage Map

SYSTEM CHANGE LEVELS



Fingo is also a moral duty-bearer in the change towards how civil society implements its comprehensive role in sustainable development. Through our unique character as a platform for CSOs working on sustainable development we are able to join our members with key actors needed for the systemic change. Facilitated participation and dialogue and coordinated advocacy enables us to move especially toward structural level change. Building capacities, skills and knowledge, mutual learning, communication, awareness raising and building of partnerships direct the diverse actors of the programme to relational and transformative level changes. Through Fingo's contribution the work of the members is amplified and the realisation of the programme impact made possible.

Creating results simultaneously at structural, relational and transformative levels

The outcome areas chosen and described above provide the framework for the systems change Fingo focuses on. The results we hope to see while moving on the pathways of change together with the key actors of the programme are described in figure 1 at the three systemic levels. This picture emphasises the interconnectedness of the results. While all the result and outcome areas are crucial, some of them are more connected to others and thus focus of special interest. However, again it is worth to bear in mind that due to dynamism of the system the centrality of results might change. The results areas are described in the figure together with Fingo's core tasks as a platform as well as the global challenges that have affected our choices in the programme.

The key changes that we want to see at the three different levels of system change towards **civil society in developing countries being able to implement their comprehensive role in sustainable development** are briefly described below (see more description and justification in chapter 4):

Transformative change level:

Mental models uphold the status quo and prevent us from shifting the conditions that maintain problems like inequalities and unsustainability. In Fingo's programme, these mental models are tackled via addressing the public's commitment to sustainable development, its support to civil society and strengthening civil society interest, awareness, skills and capacities in communication, digitalisation, including its related possibilities and risks, global citizenship education and development cooperation. Increasing policy-makers' awareness about issues of inequality and valuation of civil society's role in decision making is also one of our key target areas. (outcome 3)

Relational change level:

To deepen the communication, collaboration and connections between the key actors of the programme and thus strengthen the efforts toward the impact, while shifting power dynamics where needed, we focus on facilitating and building partnerships in different levels and topics. One key area is to enable strong partnerships among CSOs implementing development cooperation. It is also crucial to improve the connections of the programme actors through the engagement of CSOs in policy processes as well as by clarifying the role of the private sector in sustainable development. (outcome 2)

Structural change level:

There are many areas that require change for society to enable civil society to implement its role. One key focus of Fingo's programme will be on increasing CSO and ODA funding and working towards funding and investment on sustainable development that genuinely reduces inequality. The reduction of inequality needs to be considered in policy processes in an integrated manner. Civil society's role in society and decision making needs to be supported through policy processes. The same applies to clarifying the private sector's role in sustainable development: the accountability of the sector and levelling the playing field³ need to be reflected in legislation. The practices of CSOs that provide resilience and effectiveness are key focus of Fingo's programme. (outcome 1)

Assumptions underlying the theory of change

Assumptions that are identified in the programme to be necessary for the planned results and change pathways to materialise are described below.

On the programme actors:

Fingo remains a relevant and reliable platform function for MOs, decision-makers, private sector and other relevant stakeholders of the programme. It has adequate resources and competences for networking and collaboration to create added-value, and adequate number of communication channels to reach wider audience than before. The

capacity for advocacy stays at the level required and improves. The organisation remains critical of its own mental models, practices and relations to improve its work in the changing environment.

MOs and Finnish CSOs in general have adequate resources and interest to develop themselves in relation to the needs of changing working environment. They are capable and interested to demand accountability from policy-makers and produce policy proposals based on evidence. They have access to CSOs in developing countries and willingness to establish effective and new models of partnerships.

Policy-makers have interest and willingness to utilise information and proposals from Fingo and CSOs. They are willing to engage meaningfully with CSOs as well as be accountable on Government of Finland's (GoF) and EU's commitments on global justice.

On the operational environment:

The political environment and economic situation in the post-Covid-19 period

- allows focus and commitment to global issues affecting civil society
- continues to be open and supportive for dialogue between policy-makers civil society and private sector
- enables the MOs partnerships with local CSOs and human rights advocacy in the developing countries
- provides especially in Finland sustainable alternatives for public to generate wellbeing
- generates policies on sustainable development and civil society's role in it that resonates with the governments in developing countries

1.5 Anchoring in the systemic change

The 1987 Brundtland Commission report⁴ defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The aim of the 2030 Agenda is to ensure that people can live in harmony with nature and with each other. Global sustainable development and wellbeing for all can only be achieved in accordance with the limitation of our planetary framework. This places limits on opportunities for societies to pursue development, and means that the economy, as part of the social system, is subordinate to the constraints of the planet.

The 2030 Agenda for Sustainable Development is based on the idea for a necessary social change, i.e. transformation. This transformation must take place in all levels of societies: on a practical, political and personal level. When promoting solutions for this transformation the effects to people, environment, peace, partnerships and prosperity must be taken into consideration. **Sustainable development will only progress if we implement it by using a systemic approach.** By solving one part of the sustainability problem, we might not solve the underlying causes. We also need to approach all 17 SDGs as a whole, not only as separate goals. A systemic approach and, more specifically, systems thinking can therefore be defined as skills for identifying different systems, understanding their function, predicting their behaviour, and changing systems to produce the desired effect. Elements that combine the different definitions of systemic thinking include understanding interdependences, understanding the dynamic behaviour of systems and the structures it generates, and the ability to perceive systems as nested entities rather than separate parts⁵

³ Levelling the playing field. OECD. <https://www.oecd.org/trade/topics/levelling-the-playing-field/>

⁴ Report of the World Commission on Environment and Development: Our Common Future (1987). UN World Commission for Environment and Development

⁵ Arnold, R. & Wade, J. (2015). A Definition of Systems Thinking: A Systems Approach. *Procedia Computer Science*. Volume 44, Pages 669-678

Justice, a sustainable future and human rights stands at the core of Fingo’s vision and mission. We see our vision as a picture of the world that we seek to achieve and are building together with our members. We have a shared dream that our vision puts into words. The concluding vision line – just world for everyone – is linked with the 2030 Agenda commitment to Leave No One Behind (LNOB).

To make systems thinking and our vision more real we have chosen **Human Rights Based Approach, Water of Systems Change and Collective Leadership Compass as our approaches** to implement this programme. More systematic use of these approaches will give us a great methodology to create and ensure transformative change is happening and is helping us to achieve the impact we are looking for with this programme.

Human rights based approach and LNOB

The **LNOB-principle** is the central, transformative promise of the 2030 Agenda. It represents the unequivocal commitment of all to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole. LNOB not only entails reaching the poorest of the poor but requires combating discrimination and rising inequalities within and amongst countries, and their root causes. A major cause of people being left behind is persistent forms of discrimination, which leaves individuals and whole communities marginalised, and excluded. LNOB compels us to focus on discrimination and inequalities (often multiple and intersecting) that undermine the agency of people as holders of rights. Many of the barriers people face in accessing services, resources and equal opportunities are not simply accidents of fate or a lack of availability of resources, but rather the result of discriminatory laws, policies and social practices that leave particular groups of people further and further behind. See Figure 3 Leave no one behind comprehensive approach from Organisation for Economic Co-operation and Development (OECD) development Cooperation report 2018.

The 2030 Agenda and the 17 SDGs are intrinsically linked with universally recognised human rights. It is estimated that over 90% of the SDG targets are embedded in human rights treaties and conventions and thus SDGs cannot be achieved without being embedded on human rights principles and human rights cannot be realized if SDGs are not met. **Linking the 2030 Agenda and human rights based approach will allow empowerment of people**, namely those that are in risk of being left behind, to know and claim their rights and to increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights. This means giving people greater opportunities to participate in shaping the decisions that impact on their human rights. It also means increasing the ability of those with responsibility for fulfilling rights to recognise and know how to respect those rights, and make sure they can be held to account. A human rights based approach is about ensuring that both the standards and the principles of human rights are integrated into policymaking as well as the day to daily running operations of organisations⁶.

Progress toward achieving the SDG targets should be measured in addition to the current indicators in terms of success in reaching, engaging, and impacting of those who are at risk of being left behind of development. The Overseas Development Institute (ODI) ‘Leave no one behind’ – five years into the 2030 Agenda report⁷ reveals how the LNOB agenda – policy, data, and finance – and commitments differs among national governments, between middle-income countries (MICs) and ‘left-behind countries’, where a majority of people experience absolute deprivations. Up to date commitment to LNOB agenda has been the highest among international actors, notably within the UN system, and among bilateral donors and CSOs. The evidence suggests that there is a strong and urgent need to revisit the LNOB agenda to ensure the policy commitment is achieved by 2030.

6 Leino, I. & Winiacki, E. (2019). Leave no one behind. The role of digitalization and frontier technologies in enhancing human rights and contributing to achievement of SDGs. https://www.unipid.fi/site/assets/files/4426/megatrends_in_africa_1.pdf

7 Leave no one behind – five years into the 2030 Agenda report (2021). The Overseas Development Institute

Figure 3: Leaving No one Behind.⁸



The Water of Systems Change

CSOs involved in systems change can increase their habits for success by focusing on the least explicit but most powerful conditions for change, while also turning the lens on themselves. **The Water of Systems Change** aims to clarify what it means to shift these conditions.

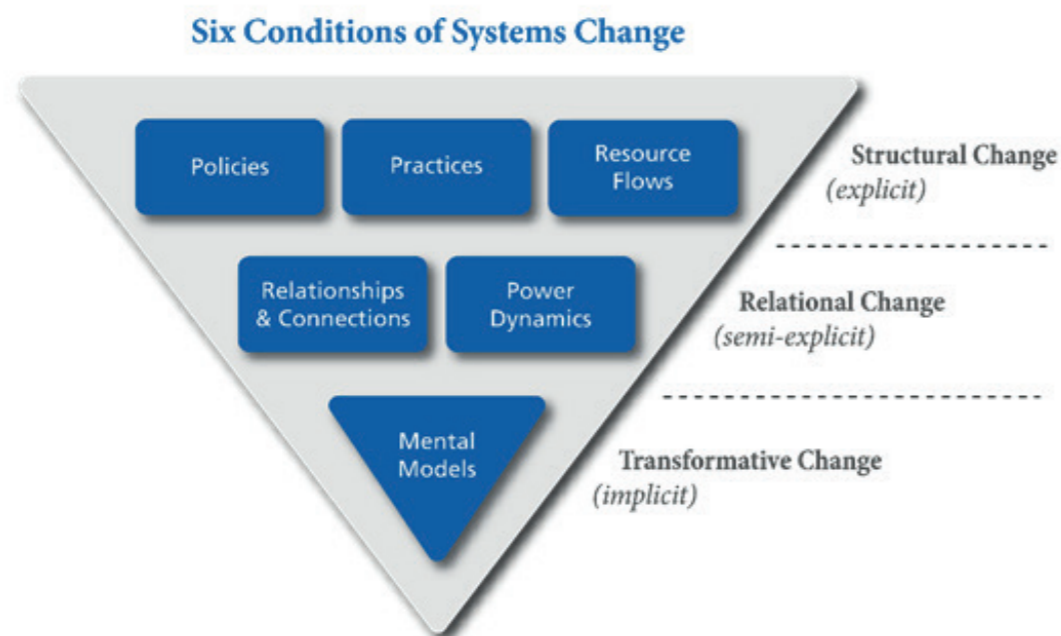
CSOs have long worked at the first level of the triangle to inform government policy, promote more effective practices, and direct human and financial resources toward their chosen goals. **Changing these structural conditions can have powerful effects.** The results are readily observable and can often be assessed through traditional evaluation and measurement techniques. But without working on the other two levels, shifts in system conditions are unlikely to be sustained.

8 OECD Development Cooperation report 2018: Joining forces to leave no one behind.

The same interdependencies operate at the second level. Shifting power dynamics and building relationships across sectors and political divides may feel especially threatening to CSOs but it is essential work in systems change. **Transforming a system is really about transforming the relationships between people who make up the system.** For example, far too often, organisations and individuals working on the exact same problems work in isolation from each other. Simply bringing people into relationship can create huge impact.

When it comes to seeing and talking about the water of systems change, the third level—mental models—poses the greatest challenge and, for many CSOS, is the newest dimension of the work. **Mental models are foundational drivers of activity in any system.** Unless people can learn to work at this third level, changes in the other two levels will, at best, be temporary or incomplete.

Figure 4: Levels and conditions of Systems Change⁹



Collective Leadership Compass

The third approach to implement this programme is Collective Leadership Compass. That brings concrete tools to be used to diagnose, design and implement a pattern of human interaction that furthers tangible results. Turning the challenges of complexity, interdependency and urgency into opportunities requires more than passion, intuition or excellent plans. We need to shift the way we co-create, learn faster together, collaborate more efficiently and enhance collective action for more sustainable human behaviour. The **Collective Leadership Compass is a guiding structure that helps us to navigate in complex settings collaboratively and implement more outcome-oriented and constructive co-creation**, for individuals, teams, organisations and cross-sector co-operation initiatives. It focuses on invigorating human interaction systems as core drivers of transition processes to assess, plan, and enact the collaborative change required for sustainability. It helps navigate complex challenges by introducing a meta-level guiding structure, which becomes a fractal of the competence and collaboration pattern that needs to emerge for the transition envisaged.

9 Levels and conditions of Systems Change (2018). FSG. https://www.fsg.org/publications/water_of_systems_change

The compass suggests **six competencies (future possibilities, engagement, innovation, humanity, collective intelligence, wholeness)** that we need to attend to and develop further in the way we lead collaboration and the way we contribute to collective action. The compass includes aspects on trends observing, empowering, stakeholder engagement, acknowledging diversity, looking for solutions, learning, seeing the bigger picture and improving our contribution to sustainability. Each of them has an impact in its own right, but when they come together, they create a climate of Collective Leadership.

Figure 5: Collective Leadership Compass¹⁰



10 Collective Leadership Compass. Petra Kuenkel.

2.

Civil society as an agent for reducing inequality



2.1 Why civil society is more important than ever

A strong civil society forms the basis of a well-functioning, democratic and inclusive society with the support of legitimate and effective government, as well as, with a private sector that does its business in responsible manner. CIVICUS (2011) has defined civil society as the arena outside of family, the state, and the market and which is created by individuals and collective actions, organisations, and institutions to achieve shared interests. However, the rapidly changing world has significantly affected the civil society landscape, the global civil society ecosystem and space. Thus, defining civil society today is not a simple task. It is, however, important that **civil society is dynamic, diverse and independent, able to operate freely, knowledgeable and skilled with regard to human rights** as this is a fundamental element in securing sustainable human rights protection in all regions of the world¹, as well as, sustainable development that leaves no-one behind.

CSOs play an important and critical role within society in ensuring that public actors such as policy makers and civil servants become more transparent, accountable, and inclusive in their decision-making processes, services, and projects. **CSOs have the role and mandate to call on governments and the private sector to take responsibility to achieve the SDGs in an inclusive manner and to comply with international human rights principles and conventions.** CSOs demand accountability from governments and authorities to address injustice and unequal power relations in policies, regulations, and legislation. This crucial role of civil society in promoting good governance, people and human rights centred development is widely acknowledged, as the UN Secretary General: *"Society is stronger and more resilient when women and men can play a meaningful role in political, economic and social life, contributing to policy-making that affects their lives, including by accessing information, engaging in dialogue, expressing dissent and joining together to express their views. This includes the right to freedom of thought, conscience and religion²."* Civil society can also promote dialogue and foster relations between public, government and the private sector. Thus, protecting civil society space and strengthening civil society to play its important, unique, and diverse role is a must.

CSOs working in the field of development work persistently and passionately to change the world to be a just place for all. This means placing diverse efforts to combat poverty and reduce inequality through service delivery and programmes, mobilisation and empowerment of communities, training and educating, advocating, and lobbying for structural change etc. However, **today's complex and uncertain world, this has become harder than even.** Today's world is characterised of many challenges such as deep socio-political uncertainty, raise of nationalism and populism, authoritarianism, polarisation, violent extremism, a backlash of human rights especially regarding women's rights, racial injustice. Mega trends such as climate change, digitalisation, urbanisation, population growth add another layer affecting the future of the planet and people, and particularly people living in developing countries. What makes the world even more complex is the interconnection of all these different pieces yet recognising that it is almost impossible to know beforehand how these different pieces interact with each other and what will be the consequences.

¹ Civil Society: UN Human Rights resources for NGOs, human rights defenders, and other actors in civic space. OHCHR. <https://www.ohchr.org/EN/AboutUs/Pages/CivilSociety.aspx>

² Secretary-General's remarks to the UN Human Rights Council: "The Highest Aspiration: A Call to Action for Human Rights" (2020). United Nations.

2.2 Global trends affecting civil society

Global trends are manifest differently in different contexts and have a significant impact on civil society and the work of CSOs. First, global trends can significantly affect fulfilment of human rights and in many cases even cause human rights violations. Second, global trends and their consequences are complex and interlinked, making it difficult to foresee various negative impacts they cause for civil society. Thirdly, the work of CSOs have become more challenging due to impact of various kind of global trends affecting negatively reduction of inequality and injustice in the world. Below we have summarised key global trends we have identified critical and to be addressed in this programme.

Inequality and injustice are rising alarmingly

The 2030 Agenda and LNOB principle placed inequality in the forefront of policy debate in 2015. Despite these efforts, we are now witnessing the alarming increase of inequality that rooted in the harsh realities of a deeply unjust global landscape. **It is estimated that two-thirds of the world's population live in countries where inequality has grown, and majority of these people live in developing countries.** The recent United Nations Department of Economic and Social Affairs (UNDESA) Report on World Social Situation underlies the continuous urgency to focus inequality: *“Reducing inequality within and among countries is Goal 10 of the Sustainable Development Goals (SDGs) – with good reason. The extraordinary economic growth and widespread improvements in well-being observed over the last several decades have failed to close the deep divides within and across countries”*³.

Inequality is affected by powerful and interlinked economic, social and environmental forces and takes different forms. Economically, the difference between the richest and the poorest people and countries continues to increase, in terms of wealth and income. Socially constructed norms place different groups in different positions, privileging one group over another. People and countries have different access to political decision making and as an adverse consequences laws and regulations may become discriminatory and hamper the civil society space. Today, billions of people are facing inequalities in opportunities, choices, resources, security, protection, freedom and power⁴.

Most challenges concerning inequality are linked to the current **economic system**. The economy is taken for granted, yet it fundamentally shapes our lives as an invisible force. The staggering evidence that the richest 1% of global population owns more wealth than the remaining 99% put together strongly suggest that there are surely significant flaws with the global economic system, how it currently operates and whether its *economic growth* purpose is good for the people and the planet. Interlinked with the economic system and inequalities are issues such as how the private sector operates, how tax revenues are collected, and what corporates own and shareholders value.

The rules of the global economy have a significant impact on the well-being of people living in developing countries and particularly on the human rights of the people. The private sector, its capital, the approaches it takes and its power also affect civil society. One of the prevailing trends in global development is the increasing power of private companies that is weaving into the sphere of political and social lives, and the growing significance of the private sector in tackling the global challenges such as climate sustainability and income equality. The weight of private capital has increased tremendously as compared to public capital, and as an example the majority of the world's 100 largest economies by revenue are companies rather than states.

Finally, civil society plays an important role in promoting active global citizenship, inspiring people of all ages and in all sectors of society to reflect on their roles and take action for a more just and sustainable world. So, the purpose of the private sector and how accountable and responsible it is matters significantly to the wellbeing of people and the planet particularly in developing countries.

Rise of inequalities has also been accelerated by **climate change**. Recent studies⁵ point out that the gap between the richest and poorest countries in terms of their economic output is 25 % bigger than it would be without global warming. Furthermore, it is widely acknowledged that climate change affects poorer developing countries disproportionately compared to developed countries. Still, too little attention has been paid on how climate change disrupts planetary systems and ecosystem services that human societies depend upon, and consequently negatively effects the human rights of people living in developing countries. On a global level, the negative effects of climate change unreasonably affect low-income countries, which emit the least greenhouse gases (GHG), but also the poor and vulnerable segments of societies in high and middle-income countries. On a national or local level, people most vulnerable to the adverse consequences include poor people, women, children, the elderly, people with disabilities or chronic diseases, members of (ethnic) minorities such as indigenous peoples and those residing in vulnerable regions, such as low-lying coastal areas and islands.

Low-income countries and populations have less capacity to adapt to climate change than richer countries and groups. Those with access to resources and knowledge are better positioned to adapt and protect themselves against shocks or move away, invest in climate resilient infrastructure and adapt their livelihoods. Hence, climate resilience and the realisation of human rights are tied to current resource distribution patterns and power relations, and the climate change and inequality connected in a somewhat vicious cycle. The initial inequality of disadvantaged and vulnerable communities and groups makes them more exposed to the adverse effects of climate change. The impacts of climate change clearly threaten human rights, from civil and political rights to economic, social, and cultural rights – including rights to life, access to safe food and water, health, security and shelter – and clearly threaten societal equality, peaceful societies, democratic institutions and the rule of law.

Growing inequality is strongly linked to digitalisation and the digital divide within and between countries, and particularly between developed and developing countries. There is already a clear digital divide in the world. According to some estimates, about 50% of world's population have no access to the internet and the majority of people lack access to fast and affordable broadband networks. Most of these people live in developing countries and are poor.⁶ The lowest mobile penetration is in sub-Saharan Africa 73% against 98% in high income countries⁷ and there are significant differences between countries and within countries regarding mobile penetration. Digital divide impacts also more women, girls and young people in general⁸. The existence of digital divide has a severe negative impact to realisation of human rights and, as the evidence suggests, this divide is growing, putting a significant amount of people at risk of being completely left outside of the development of the digital economy, digital health and social services, digital education etc.

The Covid-19 pandemic, that surprised the world in 2020, has put inequality in the spotlight and intensified inequality within countries, between countries, between developed and developing countries, and between people with different backgrounds and living in different situations. Covid-19 has exposed fundamental injustices in the world. As a major consequence, the achievements of decades work on combating poverty, has now taken an unfortunate shift. In mid-2020 UNDESA estimated that over 34 million people will be pushed into extreme poverty this year alone. The World Bank predicts that between 71 million and 100 million people will be pushed into extreme poverty this year, erasing almost all progress made in the last five years in the fight against extreme

3 World Social Report 2020 – Inequality in a rapidly changing world (2020). Department of Economic and Social Affairs. <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/01/World-Social-Report-2020-FullReport.pdf>
4 Inequalities Unwrapped – An Urgent Call for Systemic Change (2019). CONCORD. <https://concordeurope.org/2019/11/18/inequalities-report-2019/>

5 Diffenbaugh, N. & Burke, M. Global warming has increased global economic inequality (2019). PNAS. <https://www.pnas.org/content/116/20/9808>

6 World Social Report 2020 – Inequality in a rapidly changing world (2020). Department of Economic and Social Affairs. <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/01/World-Social-Report-2020-FullReport.pdf>

7 World Development Report 2016: Digital Dividends (2016). World Bank. <https://www.worldbank.org/en/publication/wdr2016>

8 Digital Inclusion of all. ITU. <https://www.itu.int/en/mediacentre/backgrounders/Pages/digital-inclusion-of-all.aspx>

poverty. Also, the United Nations Children's Fund (UNICEF) and Save the Children have warned that the pandemic could push 86 million children into poverty, which is an increase of 15% relative to the baseline. In addition, nearly half of the world's 3.3 billion global workforce have become at risk of losing their livelihoods and number of undernourished people may nearly double up to 132 million. In the light of these numbers eradication of extreme poverty, currently affecting around 680 million people, seems nearly utopian.

It is obvious that we are facing a new reality. Complex, interlinked, global challenges that hamper severely fulfilment of human rights, cannot be responded any more with the same toolbox that has worked in the past. Instead CSO will need to deploy a comprehensive and systemic approach with a set of new tools in a resilient and adaptive manner.

The civil society space is shrinking and under attack in many countries

The CIVICUS Monitor tracks civic space in almost all countries and its data shows that only 3% of the world's population lived in countries where the core civic freedoms of association, peaceful assembly and expression were widely respected in 2020. Many of the negative consequences we see today are, however, not a new phenomenon, but an intensification of adverse developments that have been taking place in many regions and countries of the world already before the Covid-19 pandemic.

In general – as evident already before the pandemic – there are two major trends that significantly affect the civic space globally. We have seen **worrying changes in the regulatory framework and the political environment of many countries around the world**. Unfortunately, it is often the governments that are the main offenders suppressing the space for civil society and regularly using national security and state sovereignty as justifications. In recent years, some countries have tightened legislation to restrict rights to freedom of association, assembly and expression and made it more difficult for CSOs to access funding. There have been increased cases of restrictions imposed on CSO operations and direct bans on organisations that are funded by foreign sources. In some countries there have been strict media reporting regulations as well as defamation laws put in place to silence dissent.

The other major trend that has emerged relates to the **multifaceted phenomenon of communication** – the rise of communication power and the persuasive power of disinformation. We see an evolution of public debate towards extremism, where the loudest voices dominate. It has also been pointed out, how dis-, mis- and mal-information have increased, and the quality of published information has deteriorated. This trend is becoming more evident also in non-authoritarian countries. The space for a diverse and polyphonic public debate is also shrinking in Finland with the rise of more radical and extremist thinking. Hate speech and deliberate targeting and defaming of people on social media have increased significantly, and we have also witnessed politicians becoming more discouraged from speaking out. Also, the opportunities for CSOs to carry out their work in this type of non-open and even hostile environment becomes difficult. This kind of development also nurtures populism and creates an illusion that simple solutions exist for the global challenges that are facing us all. Also, Covid-19 pandemic has caused serious problems to open communications and freedom of speech. The public's basic rights have been restricted by appealing to the threats caused by the pandemic.

The continuing Covid-19 pandemic has obviously had a major influence on CSOs' capacity to operate. These relate to the possibilities in the current situation to promote and advocate for human rights, disruptions in current programmes and activities, and the resilience of CSOs in the changing global landscape. The lockdowns that have been imposed in many countries have visibly stopped and to some extent, suffocated many of the protests related to racial inequality and human rights violations. The requirements of social distancing have meant not only restrictions on personal freedom, but also constraints on the civic space and civil society's abilities to hold duty bearers accountable. In some countries these restrictions have clearly been used to undermine civic liberties and rights as well as the autonomy of the civil society.

Changing landscape of development co-operation

A large number of Fingo's member organisation work in development co-operation and are affected by the changes taking place in the development co-operation landscape. This landscape has been changing for several years for many reasons ranging from **shifts in geopolitics** during Trump's Presidency and China's active role in development co-operation that is not based on a human rights agenda, long finance regression in Europe that has caused **cuts to ODA funding and increasing investment funds** particularly to the private sector, the **launch of the universal 2030 Agenda, calls for new narratives for the sector**, and the rise of the **Black Lives Matters movement** just to mention a few. Below we look in more detail at some of the key changes we consider important in relation to our programme.

The 2030 Agenda: the emphasis on people, the planet and prosperity and call for the private sector and partnerships to accelerate the achievement of SDGs has widened the scope and dialogue beyond development policy. In particular, the intersection of development and trade has caused turmoil among different actors and the role of private sector has been questioned by civil society in terms of its ability to deliver development results and impact particularly when using ODA funding. The lack of policy coherence and guidance on the private sector in development and the regulation on private sector human rights accountability in their business practices has further caused tension - for good reason. Yet, there is a consensus that the private sector and partnerships are needed to achieve the SDGs.

The 2030 Agenda has also affected the **finance landscape** significantly. It is estimated that achievement of SDGs would require between USD 5000 billion and USD 7000 billion for the period to 2030, of which USD 3900 billion annually is needed by developing countries. ODA funding to developing countries is about \$160 billion a year, having a specific goal to ensure that no one is left behind in development. Same time only a fraction of the world's estimated investment wealth of USD 379 000 billion would suffice to achieve of the SDGs and developing countries funding needs. Over the past 20 years, ODA donors have created a wide range of new financing mechanisms to support the private sector, investments to developing countries and for leveraging resources for development. There has also been a large increase in funding mechanisms that are for sustainable development without ODA funding. These new sustainable development financiers include pension funds, asset management companies, investment companies, large charities. A new twist has also been the emergence of new donors such as BRICS countries. These new donors are characterised by a strong emphasis on the expectation of returns, i.e. financing is mainly in the form of investments and loans. Also, the Covid-19 pandemic has shuffled the finance landscape considerably and it is yet to be seen if there will be the political will to increase ODA funding to the 0,7% target, as well as, to finance sustainable development or will the focus be shifted to national priorities at the expense of developing countries. However, it is more than evident that major shifts are taking place in the financing landscape and there will be an unforeseen impact on the use and targeting of funding for SDGs, ODA and to CSOs and their work.

Lately also **debates and narratives regarding aid and development co-operation have gained more momentum** and a call for change particularly from the movement in developing countries. A growing number of intellectuals, aid workers, civic leaders and ordinary people from different countries in Africa has raised attention to the *white saviour* mentality of the world's foreign aid system, saying that it can end up doing more harm than good. There are strong voices saying that the current development aid architecture replicates the colonial hierarchies of the past, reinforces aged mindsets and overshadows local efforts to respond to crises. It has created aid dependency instead of empowerment, ownership and local leadership. Calling local people beneficiaries has underlined the passive role of people, emphasising the importance to applying human rights based approach that places the rights of development countries people into the centre of action the **localisation narrative** that calls for *aid to be as local as possible* has also gained more attention. The background to this narrative is at the 2016 World Humanitarian Summit (WHS) and since then it has been one of the main issues in the humanitarian sector. The localisation discussion continues to be relevant also for the broader development community as the core

of development co-operation concerns strengthening local capacity, the development of context-informed solutions and the enhancement of national and local ownership. These can be achieved through stronger power shifts from rich countries to developing countries. It is also a fact that context impacts considerably on how localisation commitments are translated into action. Localisation within a shrinking civil society space raises concerns and requires attention as it has not been discussed widely.

These new narratives are well aligned with the International Civil Society Centre's foresight that flagged changing role of development co-operation and changing role of international CSOs as key future trends in Scanning the Horizon report (2018). The paradigm shift is expected to affect the development agenda setting, shifting it from developed to the developing countries. The landscape and development co-operation ecosystem will expand, ranging from mass movements to social networks, a mixture of different kinds of donors, CSOs, private sector donors as well as actors etc. There will be **need for new skill sets and knowledge to adjust and even further develop a new mindset to address challenges through systemic thinking**. The scale and complexity of global challenges will require more collaboration and multi-stakeholder coalitions to bring systemic change. Assumptions about foreign aid - from who donates money to who should get paid to deliver aid - and to whose metrics ought to be used, are being challenged and this is bound to affect also CSOs in Finland, how they communicate development results, portray people from developing countries in their fundraising campaigns, how they advocate, and so on.

Lastly, there is a need to also recognise **the fourth industrial revolution involving digitalisation and technology** and how it is transforming our world in all possible ways. For some reason digitalisation and what it offers and what risks it poses in the rapidly changing world, has not gained wide attention among CSOs, although international donors, including Finland, EU and UN has flagged digitalisation and technology as a game changer and critical tool to support achievement of SDGs. To quote the UN Secretary General:

"Digital technology is shaping history. But there is also the sense that it is running away with us. Where will it take us? Will our dignity and rights be enhanced or diminished? Will our societies become more equal or less equal? Will we become more, or less, secure and safe? The answers to these questions depend on our ability to work together across disciplines and actors, across nations and political divides. We have a collective responsibility to give direction to these technologies so that we maximise benefits and curtail unintended consequences and malicious use⁹.

More focused have been placed how utilise technology as a tool to drive positive change in developing countries and less to recognising the reality and manifestations of digital divide that hinder people to use technology in order to benefit from it. It is obvious that **digital inclusion and what it really takes to achieve it should be at the top of the mind of donors and policy makers**. Thus, is a need for political will, financial resources and prioritising the needs and rights of the people in developing countries in order to keep the leave no one behind promise.

The Covid-19 crisis has emphasised what we have known globally for years: internet access and the ability to use technology should be a universal right. As our lives have moved into digital spaces more than ever before due to the pandemic and the need for social distancing, and lack of access to internet and technology, such as smartphones or computers, has further widened the gap between population groups - and further marginalised those groups who were already the most vulnerable, such as people living in poverty, people with disabilities, and women and girls. The impact of the Covid-19 crisis has also been two-fold with regards to women and girls and the internet. On the one hand, those women and girls who did not have adequate access to smart devices and the internet are now even less likely to have access to essential services, be able to participate in decision making and voice their opinions. On the other hand, those women and girls who do have access and are using the internet are now at an increased risk of unwanted online behaviour, such as digital gender-based violence, sexual harassment in online spaces, bullying, online violence and trafficking.

Fingo recognises both the potential and challenges of digitalisation, as well as, the human rights risks that come in many forms in the rapidly changing world. It is important to bring debates on the one hand focusing on *technology for good and achievement of SDGs* and on the other hand debates focusing on *human rights risks* related to technology together in order to build an inclusive and rights based approach to digitalisation.

9 Report of the Secretary General: Roadmap for Digital Cooperation (2020). United Nations. <https://www.un.org/en/content/digital-cooperation-roadmap/>

3.

Alignment with relevant global and national policies



3.1 Alignment with global agreements

The foundation of this programme is the 2030 Agenda framework aiming to transformative systemic change that ensures harmony and balance between people and the planet. While we consider it important to apply a comprehensive approach to the 2030 Agenda and to ensure that the leave no one behind principle is implemented accordingly, as described in chapter 2.2., this programme also contributes to several specific SDGs as follows:

Goal 1: End poverty in all its forms everywhere. The eradication of extreme poverty is a premise and goal driving all Fingo's work, particularly our advocacy work (outcome 1). In our programme Fingo's advocacy on tax justice and sustainable and just economy (outcome 1.1.), development finance and ODA funding (outcome 1.3) and the private sector in development (outcome 1.5) are inseparably bound to SDG 1 and contribute especially to SDG target 1.1. to eradicate extreme poverty and target 1.A to mobilize resources to implement policies to end poverty.

Goal 2: Zero hunger. Sustainable food systems and food security are an integral part of Fingo's work on sustainable and just economy and climate justice (output 1.1). Fingo coordinates a working group on food security for Finnish CSOs and other stakeholders and organises event's focusing on sustainable food security and sustainable food systems.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. In our programme (under outcome 3, output 3.2.) particular targets we addresses is 4.7., whereby we support the goal of ensuring that all learners, by 2030, *acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.*

Goal 5: Achieve gender equality and empower all women and girls. Achieving gender equality is a cross-cutting theme in all our advocacy priorities, plus we have a gender working group to support out MOs work, and we provide learning opportunities on gender quality. Our work contributes especially to three targets: 5.1 to end all forms of discrimination against all women and girls everywhere (output 1.1, 1.4, 2.1), 5.B to enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women (output 1.2, 2.1, 2.2), and 5.C to adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels (output 1.1, 1.4).

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. In our programme (under outcome 1, output 1.2 and 1.5), we contribute particularly to the target 8.3. *Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.*

Goal 10. Reduce inequality within and among countries. Our programme is built entirely around this goal to address inequalities through a systemic and human rights based approach. We emphasise promoting equality and human rights, considering their multidimensionality and intersectionality. Our programme (outcome 1, outputs 1-5) contributes specifically to the following two targets: 10.2. *By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status;* and 10.6. *Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions*

Goal 13. Take urgent action to combat climate change and its impacts. The specific SDG 13 targets that the programme strives to contribute to are: 13.2. *Integrate climate change measures into national policies, strategies*

and planning through our climate justice advocacy work; and 13.3. *Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning* – implemented through our training programmes, communication and network building activities. Fingo’s current strategy puts climate justice at its core. Fingo recognises climate change as a human rights issue and as one of the most pressing factors exacerbating global inequality. We address climate justice in all our 3 programme outcome areas, particularly in outcome 1.

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. This goal forms a core of this programme as we consider meaningful participation in decision making processes fundamentally important (outcome 1, output 2.1) Within our sphere of influence and operational domain, the programme contributes to the following targets: 16.7. *Ensure responsive, inclusive, participatory and representative decision-making at all levels*; and 16.8. *Broaden and strengthen the participation of developing countries in the institutions of global governance*.

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Partnerships and committed collaboration with multiple stakeholders towards common goals is the underlying theme of this programme. The whole identity of Fingo is built on strong alignment and alliance with its member organisations, and therefore working in partnership with a diversity of partners towards systemic change is in our DNA. Concerning the targets under SDG 17, our programme aims to strengthen the means for sustainable development related to finance, trade and technology, and also addresses several systemic issues like policy coherence for sustainable development (PCSD). There are several targets this programme considers important and contributes to in outcome 1 and 2.

We are also committed to supporting and implementing, when possible, several international agreements. The **Paris Climate Agreement** and **Universal Declaration of Human Rights**¹ guide our work.

The Paris Declaration on Aid Effectiveness² adopted by governments aims to base development efforts on first-hand experience of what works and does not work with aid. It contains five central pillars: Ownership, Alignment, Harmonisation, Managing for Results and Mutual Accountability. Linked to that CSOs have agreed 2010 the **Istanbul Principles on development effectiveness**³ which we have signed on. Effectiveness principles together with **the Civic Charter**⁴ combines that outlining the rights that all people have to participate, based off of laws and conventions that their governments have agreed to.

Another important international agreement we have signed on is the **Principles for Digital Development**⁵, which are nine guidelines designed to help integrate best practices into technology-enabled programmes and are intended to be updated and refined over time. They are part of an ongoing effort among development practitioners to share knowledge and support continuous learning. The principles were created in the result of many lessons learned through the use of information and communication technologies (ICTs) in development projects.

In this programme, we have taken a systemic view in addressing the root causes of human rights challenges, which are evident in the today’s world and especially in developing countries. We believe that only by taking this holistic approach and identifying the right channels through advocate, influence and act, we can assure our added value in addressing the root causes of exclusion and inequality. (See in more detail chapter 4).

1 Universal Declaration of Human Rights. United Nations. <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

2 The Paris Declaration on Aid Effectiveness: Five Principles for Smart Aid. OECD. <https://www.oecd.org/dac/effectiveness/45827300.pdf>

3 Istanbul CSO Development Effectiveness Principles (2010). Open Forum for CSO Development Effectiveness. https://actalliance.org/wp-content/uploads/2015/07/CSO-Istanbul-Dev-Eff-Principles_Dec2010_English.pdf

4 Civic Charter – The Global Framework for People’s Participation. Action Aid. <https://civiccharter.org/full-charter-text/>

5 <https://digitalprinciples.org/>

3.2 Alignment with European consensus

The programme contributes to both the **European consensus on development**⁶ and **European consensus on development education**⁷. The EU and its member states must respond to current global challenges and opportunities in the light of the 2030 Agenda. They will implement the 2030 Agenda across all internal and external policies in a comprehensive and strategic approach, integrating in a balanced and coherent manner the three dimensions of sustainable development, and addressing the interlinkages between the different SDGs as well as the broader impacts of their domestic actions at international and global level. Implementation will be closely coordinated with the implementation of the Paris Agreement on Climate Change and other international commitments.

They also will apply the principle of policy coherence for development (PCD), and will take into account the objectives of development cooperation in all external and internal policies which they implement, and which are likely to affect developing countries. The PCD is a fundamental part of the EU’s contribution to achieving the SDGs.

The EU and its member states value the participation of CSOs in development and encourage all parts of society to actively engage. They recognise the multiple roles that CSOs play as promoters of democracy and defenders of rights-holders and of the rule of law, social justice and human rights. The EU and its member states will promote the civil society space and enhance their support for building the capacity of CSOs, so as to strengthen their voice in the development process and to advance political, social and economic dialogue.

Parliaments, political parties, regional and local authorities, research institutions, philanthropic organisations, cooperatives, private sector and civil society have become instrumental partners in reaching the most vulnerable and marginalised people. The promotion and defence of a space where these development actors can operate safely is critical for achieving sustainable development.

The European Consensus on Development recognises the importance of development education and awareness raising among EU citizens in addressing global concerns and commitments. Where development awareness and education have created a lasting impact on the public they have tended to be based on dialogues between European citizens and citizens of developing countries, moving the focus from issues ‘about the South’ to issues of shared experiences and common humanity. NGOs, CSOs and state actors in Europe play a significant role in encouraging and facilitating such dialogues, helping the European public to recognise the significance of development decisions and actions for people all over the world.

3.3 Alignment with Finnish development policy

In addition to the 2030 Agenda, this programme is well **aligned with the MFA’s Civil Society in Development Policy**. We share a common goal with the MFA regarding the important role of civil society as a key entity in advancing sustainable development. For us, this means fostering the diversity of groups, organisations, networks and movements outside the public and private sectors – in Finland, in developing countries and internationally – who work to realise human rights for us all. These different actors play a critical role in promoting active citizenship as a channel for people to engage in common action and societal change. In the spirit of our common goal, we follow closely the MFA Guidelines for Civil Society in Development Policy. At the same time, we carry out our moral duty bearer role as a civil society actor and use our expertise and experience as was also pointed out in a recent CSO evaluation⁸ to make sure that Finland’s and EU’s policies, priorities and processes enable civil society,

6 The New European Consensus on Development – Our World, Our Dignity, Our Future (2017).

7 The European Consensus on Development: The contribution of Development Education & Awareness Raising (2007).

8 Evaluation: Programme-based Support through Finnish Civil Society Organizations III (2017). Ministry for Foreign Affairs. https://um.fi/publications/-/asset_publisher/TVOLgBmLyZvu/content/evalointi-kansalaisjärjestöjen-ohjelmatuosta-osa-3/384998

our MOs and their partners to excel in delivering their support and services to the most vulnerable communities and groups.

On the basis of the programme's impact statement: *Civil society organisations in developing countries are able to implement their role in sustainable development*, it is clear that strengthening civil society in developing countries is not only a crucial instrument for achieving the SDGs and universal human rights, but is also a fundamental objective in itself. The backbone of our work and that of our MOs and their partners, and wider CSO community – and what is evident also in Finland's policies and guidelines – is that pluralistic and free societies are the most efficient way to build dialogue and trust across different actors, as well as, to ensure that the 2030 Agenda's LNOB principle is realised. This programme is therefore driven by a vision for societies, where different actors advocating for human rights can operate independently, free from fear and harassment, and continue their dedicated work in educating citizens, holding duty bearers accountable, and ensuring that the most vulnerable are heard and included.

Against this backdrop and based on the analysis of Fingo's capabilities and strengths we have formulated the objectives of this programme. These are presented in more detail in Chapter 4, but here we shortly explain how the elements from the CSO Guidelines are aligned within our programme. In supporting our MOs, the aim is to strengthen results-based implementation, sustainability of outcomes and impacts in the project and programmes they are implementing. This is ensured both by enhancing CSOs' internal capacity, capabilities and resources, and by building external networks and partnerships including with the private sector. Through promoting of inclusive and meaningful collaboration and acknowledgment of strengths and shared values, these partnerships can at best lead to improved results at both sides. We have launched and developed interesting new initiatives such as the Powerbank programme, which have proven how multi-partner collaboration can be more than a sum of its parts, and which we continue under this programme (outcome 2).

Our systematic approach in this programme, enables us to integrate all the key priorities of Finland's development policy to this programme as follows:

In strengthening the status and rights of women and girls, our programme is geared towards building inclusive economies, societal systems and decision-making processes that guarantee the autonomy and self-determination of all people, and this way it aims to contribute to women's and girl's equal access to resources and services. In our programme we promote rights of women and girls through our advocacy efforts through our focused advocacy priorities. In addition, we have a gender working group to support our MOs' work related to women's and girls' rights, and we provide through training opportunities to learn how to take into account gender and human rights perspective (outcome 1 and 2).

Economic equality that fosters human development and safeguards environmental sustainability is at the core of the advocacy work that Fingo continues during this programme period (outcome 1, output 1.2. and 1.5). Ensuring that policy makers regulate the private sector to ensure human rights due diligence and relevant authorities create processes that support local economic development and decent work is one of the key underlying elements of this programme. Concerning partnering with the private sector, we want to be at the forefront of creating inclusive innovations and strategic partnerships that strengthen the corporate responsibility and sustainability of private sector actions in the developing countries, but also globally.

A critical element of **democratic and well-functioning societies is the inclusion of civil society actors** as equal partners in defining the desired processes and objectives. It is often the CSOs, who monitor the duty-bearers' adherence to the rule of law or their compliance with international and national legal frameworks. We will thus continue capacitating our members to facilitate better the work of their partners in the developing countries. As the collective voice of Finnish development CSOs we continue strengthening CSOs' advocacy work at the national and EU levels for ensuring the accountability of duty-bearers and public institutions, the overall enabling environment for civil society, and in particular efficient and just tax systems, which provide much needed resources for development and human rights. (Outcome 1)

Sustainable use of natural resources, preservation of ecosystem services and climate change adaptation and mitigation all require that the current climate crisis is addressed as a political issue and a matter of justice. Climate change is not only an environmental issue, but it entails political decisions and choices by a diversity of actors that have far-reaching consequences on social and economic domains across the world. It is widely acknowledged that the current conduct of business and politics does not tackle the prevailing geographical and intergenerational injustice related to climate. Therefore, we will continue advocating for the most vulnerable people and communities as the focus of climate change discussions and decisions, for keeping the promises on increased financing that benefits the developing countries, and for walking the talk from commitments to action. (outcome 1 and 2)

MFA has Country Strategies for Development for Kenya, Ethiopia, and Tanzania in East Africa which link to the geographic area of Fingo's programme. In the country strategies, the importance of civil society strengthening is clearly stated and emphasis is given to the synergies between the civil society, academia, research, and the public and private sectors. Fingo's programme, especially Powerbank in outcome 2, aligns directly with these approaches by providing opportunities and capacities for Finnish CSOs and their local partners in the area to establish dialogue and strategic partnerships beyond the traditional development actors through matchmaking, facilitation, partner scanning and other platform activities. Indirectly, Powerbank links with the new MFA country programmes' impact areas in Kenya, Tanzania, Ethiopia and Somalia on such as education, SRHR, disability inclusion and livelihoods by supporting the CSOs development projects in respective sectors and themes. Support includes helping CSOs to adopt feasible technological solutions into projects, facilitating new partnerships and capacitating CSOs with innovation methods which improve the quality of planning and implementation of their development projects in these countries. Fingo also aims to strengthen the coordination with the Finnish embassies and Team Finland, particularly in Kenya.

Due to the platform functions of Fingo and its focus on Finland and the EU, Fingo's contribution to aggregate indicators of the Finnish Development Policy is mostly indirect. However, through the strong focus on creating enabling environment for civil society to implement its role all over the world as well as building capacity especially for development cooperation in a complex and rapidly changing world, the contribution to the outcome three is strong. Through the activities with our members especially on improving skills in development cooperation, advocacy and communication we aim to have clear contribution to indicators like the "Number of people who have taken part in decision-making" and the "Number of proposals for laws and policies that guarantee or improve freedom of speech, assembly, and association". As can be seen from the results framework, emphasis is put on collecting and improving data for the indicator on the "Number of developing country CSOs with improved capacity to influence development in line with the 2030 Agenda". This is directly in line with our impact objective and thus opportunities on assisting Fingo's MOs to collect information for this indicator in a uniform way is looked for.

We apply both **targeted action and the mainstreaming of MFA's cross-cutting themes** in our programme. During the past years, Fingo has acted internally and externally to ensure that **inequality** in its various forms is addressed across what we do and the impact we aim to make. In our internal processes, we have taken firm actions to root out any potential practices which may exclude our employees, members or partners based on gender, language, sexual orientation, or ethnicity. This covers action plans, internal communication, human resource practices and decision-making structures. Furthermore, our policy on zero tolerance for harassment is actively promoted through discussions, meetings, and events and by actively sharing related information on our website. We place special attention to **gender equality** within our programme through human rights framework putting emphasis on revealing gendered impacts in the core advocacy themes and policy processes.

Externally, we also provide guidance to the public and MOs in the form of easily accessible guidance notes, publications, self-learning material and training. We have conducted specific thematic analyses such as on gender and technology to better understand the various drivers and implications of inequality. Throughout our work, particularly gender equality is integrated either as a cross-cutting theme or a specific focus area and objective, for

example in seminars, workshops and projects. However, we have also covered such topics as structural racism in our widely distributed publications. With the rise of cross-sectoral and multi-partner collaboration, we continue to confirm that the ideas co-created and the solutions presented meet the needs of end clients, rather than preconceptions of any of the partners.

We apply the principle of **non-discrimination** through application of the human rights based approach. We recognise particularly in our advocacy efforts that non-discrimination is strongly linked to the root causes of non-realisation of an individual's human rights and therefore require removal of structural barriers often existing in policies, regulation and legislation. We also analyse and assess inequality and its manifestations in society through our thematic advocacy priorities in order to make visible discriminatory practices.

Rapid **mitigation of climate change and increased adaptation capacity in vulnerable developing countries** is key to our advocacy work, our education, MO capacity building and communication activities (outcomes 1, 2, 3). Global climate justice is the key strategic focus area of Fingo's current strategy. During the programme period we will conduct advocacy work to increase international climate finance to the most climate vulnerable groups and countries. We target our lobby on international climate policy areas ranging from emissions trading, voluntary carbon off-set markets, locally led adaptation, to strengthened climate resilience of development policy implementation in all sectors. For example, Fingo coordinates a climate finance working group consisting of MO climate experts and is an active member of Climate Action Network Europe (CAN-E). We offer climate advisory and training services to our MOs to support them plan, implement, and measure the climate mitigation and adaptation impact of their respective programmes and projects. While most of our MOs' climate efforts centre on building climate resilient development cooperation projects, some pioneering MOs are also engaged in promoting low-carbon development models. Fingo also partners actively with private sector partners and development investors to share best practices and learn from each other's climate work in developing countries. Further, climate issues remain an integral part of the work of the global education network and the trainings targeting teachers and students. We consider understanding climate change – how it is affected by, and how it affects human societies – a core civic skill that we promote through awareness raising campaigns, knowledge sharing and communication. In addition, we minimise the carbon footprint of all our operations and of the World Village festival through promoting digital working methods, compensating for emissions, and minimising waste (details are laid out in our recently updated Society's Commitment⁹).

Inclusivity and accessibility are principles that are integrated both into our internal working practices, communication and staff development and promoted as core tenets in our members' work. This entails our office premises, event locations, online material, meeting documents, digital tools, and online meetings. We have also worked hand in hand with our members, who are dedicated specifically in the promotion of rights of people with disabilities, to raise awareness, train on and ensure that any activities allow for inclusivity and maximise accessibility of people with disabilities. The member advisory services and advocacy work also address rights of people with disabilities and equal participation in general, and in addition we have recently paid particular attention to these issues in the context of digitalisation and innovative technologies (outcome 2).

Our programme is built on the recognition that **diversity** is a fact. People are discriminated against and oppressed on the basis of such things as gender, sex, disability, nationality, ethnicity, sexuality, language or religion. Diversity is often a fact in a single person, too. A person can belong to many of these groups at the same time and therefore face multiple discrimination or oppression. This happens everywhere in the world. The intersectional approach provides a possibility for a wider understanding of inequalities of the societies by showing forms of discrimination and oppression intersects and how they often fall on the same people. For instance, a black woman may be a victim of both racism and misogyny. Therefore, **intersectionality is essential for all policies in order to make sure no one is left behind**. We aim to promote the need to take into account intersecting inequalities in people's lives and societies' structures as it is the base for creation of better and holistic policies (outcome 1). In addition,

intersectionality needs to be taken into account in development co-operation programmes and we aim to build this understanding among our member organisations (outcome 2).

In line with Finland's development policy, **this programme has been designed using the human rights based approach framework** (see more in detail chapter 4). We aim to achieve transformative change through our programme by actively carrying out advocacy efforts targeting policy makers who as ultimate duty bearers can remove structural barriers and root causes of human rights challenges. In addition, a core foundation is building the capacity by addressing the key capacity gap of duty bearers to ensure duty bearers are capable to implement their duties and be accountable in relation to the rights holders. We act in national, European and global levels together with our international and national networks particularly enhancing meaningful participation in policy processes through our advocacy efforts. We are committed to finding successful ways to engage think tanks, activists and CSOs from developing countries to speak for themselves in the policy processes implemented in developed countries yet affecting their lives and future.

9 <https://sitoumus2050.fi/en/mika-on-sitoumus-#/>

4.

Description of the programme



4.1 Overview of the programme

This programme is firmly anchored in the 2030 Agenda and human rights transformative approach in terms of its standards, design and outcome areas. It reflects a comprehensive approach to address complex, multifaceted and interlinked trends and global challenges affecting both civil society organisation's mission to reduce inequality, combat poverty and enhance human rights, as well as, capacities and capabilities to function meaningfully in the rapidly changing development cooperation landscape and developing country operating context.

This programme is Fingo's first own programme and we have invested a significant amount of time for a participatory planning process to build a comprehensive programme we all are committed to implement for the next four years. The programme design process itself has been a learning process as we have consolidated different programme planning methodologies applying outcome mapping, result chain and logical frameworks, systemic thinking and a human rights-based approach in different phases of the process. Out of these methodologies HRBA formed a core analytic tool and framework. It has allowed us to focus our programme on civil society as rights-holders and to identify the relevant duty-bearers that have different types of roles and duties towards civil society in developing countries within this programme and with the reach of Fingo. We based our HRBA on the following five core human rights principles:¹

1. Universality, interrelatedness, and indivisibility
2. Equality and non-discrimination
3. Participation and inclusion
4. Accountability
5. Transparency

As part of using the HRBA framework and analytical steps we identified three direct duty-bearers and target groups for the programme². These are **policy makers and authorities as ultimate duty bearer, member organisations and the wider CSO community and Finnish citizens and general public as moral duty-bearers**. We also recognise our moral duty bearer role. In addition, private sector doing business in developing countries was identified also as a moral duty bearer that is recognized in the programme and targeted through policy makers and authorities (outcome 1, output 1.5., as well as, through partnerships and Powerbank programme (outcome 2, output 2.2. and 2.3.).

A central aspect of the HRBA analysis was a rapid capacity gap analysis of the identified duty-bearers and their accountability to the rights-holders of this programme, namely developing country organisations and indirectly to the whole civil society in developing countries. Capacities were assessed through five dimensions that are: 1. responsibility/motivation/commitment/leadership related to the acknowledgement of duty to a specific problem, 2. authority related to the legitimacy of an action, 3. access and control of resources, 4. capability for rational decision making and learning and 5. communication capability. This five step analysis was used to provide an understanding why the identified duty-bearers are not necessarily able to meet their obligations. The relationship between rights-holders and duty-bearers form a pattern that links different levels of accountability and makes visible the right-duty relationship and more importantly form a pattern of human rights. Thus, the identification of duty-bearers and determination of the extent they are accountable is form a solid foundation for a well-implemented

¹ Human Rights Based Approach in Finland's Development Cooperation – guidance note (2015). Ministry for Foreign Affairs. https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation___guidance
² HRBA analysis were carried out to various extent according to the following steps 1. situation analysis, 2. causality analysis, 3. role pattern analysis, 4. capacity gap analysis based on UNICEF Finland (2015) Introduction to the human rights based approach. A guide for Finnish NGOs and their partners.

human rights based approach in programming. See figure 6., which illustrates the levels of accountability of different identified duty bearers in relation to civil society in developing countries as rights-holders in this programme.

Figure 6: Levels of accountability of duty-bearers



As part of the HRBA analysis three programme outcomes, one for each of the identified duty bearers, were formulated. These outcomes are as follows:

- **Outcome 1. Finnish and EU policy makers** have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development.
- **Outcome 2. Finnish CSOs'** organisational capacity to work with the civil society in developing countries, in rapidly changing world, has strengthened.
- **Outcome 3. Public** commitment to sustainable development has been increased.

Each outcome is linked to one another, all contributing to the **overall goal of the programme** that is defined as follows: **Civil society organisations in developing countries can implement their role in sustainable development.**

Programme targets and key strategies to implement HRBA

As a last HRBA step we identified candidate strategies, actions and tactics that are likely to contribute to reduction and closing of the capacity gaps of duty-bearers. Fingo's HRBA targets and strategies are summed up in table 3. Summary of key targets and tactics used in the programme. These are based on a preliminary capacity gap analysis. However, a more profound analysis will be carried out at the onset of the new programme reflecting also the rapidly changing landscape.

Table 3: Summary of key targets and tactics used in the programme

| Targets of HRBA efforts | Key strategies | Tools/tactics | Programme linkages |
|--|---|---|-------------------------------------|
| State Decision and policy makers, political parties, authorities | Legal enforcement Advocacy for policy change Capacity building Awareness raising and improving understanding | Lobbying for legislation Applying watchdog approach Facilitating engagement between policy makers and CSOs Cutting edge research to support evidence-based policy Training Drafting of policy papers, infographs, proposals for reform | Outcome 1 |
| Civil society organisations Member organisations | Coalition building Capacity building Awareness raising | Networking, work groups Building capacity to advocate Supporting partnership development Facilitating partnership & networking & peer-learning Engagement Training Education on rights based approach | Outcome 1 Outcome 2 Outcome 3 |
| Private sector partners Powerbank partners World Village Festival | Capacity building Awareness raising | Training Networking Match-making Education on human rights & responsible business practices | Outcome 2 Outcome 3 |
| General audience | Awareness raising | Publications, news, events Public advocacy Global citizenship education | Outcome 3 |

4.2 Beneficiaries of the programme

Fingo's own operations are carried out in Finland and the European Union, with a few actions linked to East Africa and the UN. Therefore, our contribution to the rights of people living in vulnerable situations and to the civil society in developing countries is indirect and materialises through policy advocacy, networking and to our support to addressing the capacity gaps of our MOs. In other words, Fingo is only indirectly able to support rights-holders in developing countries to claim their rights. **Fingo perceives civil society and people living in vulnerable situations in developing countries as rights-holders that benefit from the programme in long run and are thus final beneficiaries of the programme.**

About 170 of our 272 MOs have operations in 102 developing country and thus reach a large number of people living in vulnerable situations (amounting to millions of people). Through active collaboration in international networks at both European and global levels we can widen the number of indirectly reached people. As a platform that kind of cooperation (such as joint campaigns, advocacy, capacity development) is crucial to strengthen civil society as such as beneficiaries but also indirect rights-holders of our common working areas.

CSOs in developing countries are also beneficiaries and rights-holders of our programme through the partnerships they have with our MOs. Local CSOs have the right to engage meaningfully and influence national decision making regarding rights of civil society. They are also moral duty bearers accountable for the local communities and have a duty bearer role to enhance rights of civil society and local communities in national discussion and policy processes. Local CSOs influence and hold accountable local and national authorities, as well as, the private sector and other relevant entities.

We directly reach 160 local CSOs in East Africa through our Powerbank programme (outcome 2) that can be considered as direct beneficiaries of the programme. They are partners for Finnish development organisations as well as other CSO actors participating in the Powerbank activities in East Africa. These local CSOs benefit from increased capacity, knowledge, and skills on how use innovation, digitalisation, and partnerships to support their work. Powerbank provides trainings, seminars, reports, guidelines, matchmaking events, workshops and technical support online for local CSOs. We estimate that the positive changes in the capacity of these organisations to influence over 320 other CSO actors indirectly.

Our MOs are a highly diverse group of organisations. They vary for instance in terms of their size, geographical location (national vs. small rural towns), professionalism (voluntary based vs. professional), value base, and approach. Half of our MOs are small voluntary organisations with less than 100 members, while around 10% are large organisations with over 25 000 members and a professional staff. The majority (70%) of MOs operate mainly in the Helsinki region, while the rest also in the provinces. Despite this diversity, the common denominator is the aim of promoting global justice and sustainable development. This often manifests in activities around development cooperation, global citizenship education and advocacy work. In fact, the majority (70%) of our MOs are involved in development cooperation projects, whereas 50% are involved in global citizenship education or advocacy.

Our programme puts significant emphasis on supporting and building the capacity of the different MOs to strengthen their ability to carry out an effective and well-designed programme applying human rights lenses, and more preferably HRBA in long run, as well as, to have skills and tools to advocate and influence policy makers in order to remove structural barriers. We reach both the civil society and CSOs in developing countries indirectly through our MOs and international networks in this programme. The direct beneficiaries of our programme are our 272 MOs and the wider civil society community in Finland.

4.3 Programme outcomes

OUTCOME 1. Finnish and EU policy makers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development

Fingo's advocacy work recognises policy makers³ in Finland and the EU as the key duty-bearers, who need to fulfill their obligations as representatives of state towards the civil society. State is the ultimate duty bearer⁴ that has the authority and legitimacy to act. It also has the responsibility to i) respect, i.e. refrain from interfering with the enjoyment of the right, ii) protect, i.e. to prevent others from interfering with the enjoyment of the right, and iii) fulfil, meaning to adopt appropriate measures towards the full realisation of the right⁵.

Civil society is seen by the Government of Finland as a key resource and partner to enhance Finland's development policy. To carry out this fundamental role CSOs require adequate resources, funding as well as an enabling environment. Ultimately Finland's ability to fulfil its duty regarding global justice is dependent on the political will and commitment to act by the government. Against this background, Fingo and CSOs have a very critical role and mandate to demand GoF to carry out its duty-bearer role.

While the overall responsibility to meet human rights obligations rests with the state and policy makers, **we recognise the private sector as a moral duty-bearer⁶** that has a significant role in either enhancing human rights and reducing inequalities or the opposite, depending how it chooses to carry out its responsibilities. Therefore, within this programme we carry out policy advocacy targeting the private sector (output 1.5.)

In order to achieve outcome 1, there is a need to address the root causes of poverty and inequalities, namely the unjust structures that maintain and worsens these inequalities, and which are consequences of deliberate decisions made by politicians and authorities. Yet due to the complexity of the current landscape it becomes critical to recognise the emerging aid narratives and paradigm shifts taking place as they will affect achievement of our goals and how; applying what means, we will get to the goals.

We recognise several narratives and paradigm shifts we need to take into account in this programme period. These can be summed as the following:

1. **Root causes of inequalities are directly linked to unjust economy that does not take into account people nor the planet.** Although the Covid-19 pandemic is turning discussions on economy towards national debates, during the past years there has been more and more debates around wellbeing and just economy for all by CSOs such as Oxfam, CONCORD and Eurodad (the European Network on Debt and Development), but also by World Economic Forum and the various UN entities⁷. In addition to unjust economy, inequalities are strongly linked to climate change and civil society space as described in output 1.1. We have been

³ Policy makers include parliamentarians, ministries, local authorities etc.

⁴ States and authorities have the duty to 1) Respect: Refrain from interfering with the enjoyment of the right, 2) Protect: Prevent others from interfering with the enjoyment of the right and 3) Fulfil: Adopt appropriate measures towards the full realisation of the right.

⁵ Human Rights Based Approach in Finland's Development Cooperation – guidance note (2015). Ministry for Foreign Affairs.

⁶ https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation___guidance
Every rights-holder has the responsibility to respect the rights of others and those that have power to affect the lives of rights-holders can be defined as moral duty-bearer – the greater the power the larger the obligation to fulfil and especially to respect and protect the human rights of others. In this sense, private companies, local leaders, CSOs, international organisations, heads of households, and parents, and in principle every individual are moral duty-bearers.

⁷ Inequality – Bridging the Divide. United Nations. <https://www.un.org/en/un75/inequality-bridging-divide>

active on these debates during the past years and will continue the work during this programme period by focusing on three interlinked themes that are 1) sustainable and just economy, including just taxation, due diligence legislation, private sector in development, 2) climate justice and 3) civil society space. (Output 1 and 5)

2. **The achievement of goals requires participation, engagement and dialogue between different actors in the same playing field.** No-one can alone solve the complex and multifaceted challenges. Yet we observe that due to a rapidly changing world and the Covid-19 pandemic putting a strain on national interests, there is a danger that the important role and contributions of CSOs is undermined and meaningful participation in policy processes are at risk. Foremost we recognise and take seriously the white saviour and localisation narratives that require critical self-assessment within the development community. We are committed to finding ways to support the power shift putting CSOs in developing countries in the driving seat, to ensure their meaningful participation in policy processes, and to ensure that decisions are made based on the realities of people in developing countries. (Output 2).
3. **The Finance landscape is undergoing major change.** The *money flows* and *types of money* in the world are extremely complex. ODA funding has been important in terms of targeting the least developed countries and people living in most difficult situations and it continues to play this important role. However, ODA represents a small fraction of the money flows in the world and there is enormous pressure on the amount of ODA money in future; how it is used and who benefits from ODA funding. Funding and investments in sustainable development are significant and increasing, yet little attention is paid on formulating commonly shared criteria so that the investments benefit sustainable development and at the end of the day results and impact can be measured. Thus it will be important for us to continue to understand the shifts in the funding landscape and to ensure that CSOs are in the frontline of sustainable financing debates ensuring that reduction of inequalities and combating poverty are part of the debates. (output 3)
4. The world has become a melting pot in which **national, international, and global discussions encounter continuously** and particularly national level decision making is more and more affected also decisions made in international, such as the EU level and global level. It is also recognised that many debates and discussions trickle down from global to international and lastly to national level. Therefore, it is crucial to follow these global and international discussions before they hit the ground at national level in order to be well prepared to influence the national discussions. More importantly, international networks and partnerships allow for the formation of powerful coalitions and the maximisation of the lobbying and impact. We have collaborated closely with CONCORD, FORUS and CIVICUS in the past years and will continue to do so. Nevertheless, we consider it important to build new partnerships and networks to respond to the changing world. (output 4)
5. **Global responsibility and policy leadership** are key principles in the implementation of sustainable development. Decisions taken in different policy areas and administrative branches have a significant impact on the realisation of objectives, not only at home but also globally. In accordance with global responsibility, Finland must ensure and promote the opportunities for sustainable development of others. The challenges facing the world are also Finland's challenges. Policy leadership in support of sustainable development means that all policies should take into account the impact on the conditions for sustainable development 1) here and now, 2) for future generations and 3) in other areas – and even in balancing the social, environmental and economic dimensions of sustainable development.

This programme builds on self-assessments and recommendations from an external evaluation on Fingo's advocacy work carried out autumn 2020. The most crucial recommendations and responses are summarised in table 4:

Table 4: Evaluation recommendations on advocacy and Fingo's responses

| Recommendations of the mid-term evaluation on advocacy (2020). | Response in the programme |
|---|---|
| Division and complementarity of national and international advocacy work and agendas require clarification. | Identification of synergies and interlinkages between international and national policy agendas allows maximizing of impact through utilization power of combined national and international networks. Outputs 1.2. and 1.4. particularly take into account this recommendation, in addition to mainstreaming it to all outputs. |
| Fingo's diverse member organisations form foundation of successful advocacy and it is important to build on collaboration and engagement through the working groups. | Special attention is placed on strengthening collaboration and engagement of member organisations in policy advocacy. Therefore, the programme aims to build the advocacy capacity (output 2.1.) as well as create meaningful engagement to policy processes (output 1.2.), as well as, continue to develop Fingo's thematic working groups (output 1.1. ,1.5). |
| New models for formulating common opinions with members will be continued to be used and developed. | Advocacy, formulation of opinions and lobbying for reforms require new models, tactics and partnerships. This recommendation will be mainstreamed to all outputs and below a key set of strategies for the new programme has been identified to support this recommendation. |
| The 2030 Agenda advocacy work is appreciated by the member organisations and should be mainstreamed to all advocacy work and emphasis on LNOB-principle will be given. | The 2030 Agenda and LNOB principle will be taken into account in all thematic focus areas, and particularly output 1.2. |
| As a national platform Fingo needs to have expertise beyond a single thematic issue, having a broad and comprehensive understanding of the paradigm shifts taking place in the field and capacity to translate these shifts into policy advocacy efforts. | To implement this recommendation there is a need build the knowledge, skills and capacity of experts regarding the advocacy priorities within this programme to respond to the changing landscape and shifts (outcome 1). In addition, collaboration is enhanced with high level research institutes and think tanks in Europe and Africa to utilize cutting edge research for development of proposal for reform (output 1.2., 1.4.) |

During the programme period a set of key strategies will be applied to support implementation of outcome 1 as follows:

1. **Cutting-edge evidence.** We will collaborate across disciplines and connect with research organisations, think tanks in Europe and Africa to expose unjust in current systems and their disconnections to form a solid evidence base for arguments and to address capacity gaps of policy makers.
2. **Focused and agile advocacy.** We focus our attention on political processes that increase inequality raising human rights concerns, make proposal for reform and utilise digitalisation to make people in developing countries to share lived experiences of rights violations. We develop and share advocacy tools and tactics that are agile and responsive in rapidly changing world.
3. **Collective skills building and knowledge sharing.** We model and share concrete tools to conduct human rights analysis, to tackle systemic drivers of inequality and to connect national and global agendas.
4. **Bridging and connecting.** We build connections and networks to increase diversity of actors to join forces for the common cause, to build stronger trust, solidarity and unified messages in national and international level to increase political will to act. Particular efforts to connect with networks in Africa.

5. **Addressing capacity gaps of policy makers.** We recognise that policy makers may have capacity gaps that hinder them to fulfil their duty bearer role. These capacity gaps may be due to inadequate knowledge and awareness of harmful practices and regulations affecting civil society space and inequality, and due to a lacking political will to act. We generate compelling evidence, proposals for reform and clear messages.

OUTPUT 1.1. Fingo and CSOs have increased the awareness and accountability of policy makers about factors increasing inequality in developing countries and about harmful regulations and practices that affect civil society space

Inequality and impoverishment are not natural or inevitable, they stem from deliberate policy choices which widen disparities and raise avoidable hardship around the world, and particularly in developing countries. We have witnessed widespread anger at the injustice of inequality through social protests and civil unrest on a scale never seen before. There is a loud cry for change that recognises wide range of political, civil and socioeconomic rights and builds on a new economic model that takes into account people and the planet. Human rights based approach remains marginal in policy makers' discussions and efforts to respond to trends accelerating inequality and shrinking civil society space. This calls for action from civil society to hold policy makers in Finland and EU accountable; to set the agenda to focus right things and foremost to put people whose rights are violated, not fulfilled, not protected in the into the center of policy making process.

We identified climate justice and sustainable economy that includes also tax justice as thematic priorities in Fingo's new strategy. The undertakings taking place in the world during the past year and the situation analysis has shown that these thematic areas are in today's Covid-19 world spot on and even more important than ever because there are worrisome signs that western countries, Finland including, are turning towards national priorities and practicing *national interests first* agenda. The people and the planet will not survive nor prosper unless human rights and systemic approach form the framework for climate, social and economic justice. In addition, shrinking civil space need to be taken seriously and commitment to support and protect civil society needs to be made visible through concrete action from policy makers and authorities.

Sustainable and just economy

Sustainable development requires profound transformations in global economic system. The unjust and unsustainable economic system can be identified as a root cause of most development challenges, such as growing inequalities and poverty, inhumane working conditions, exploitation of natural resources, biodiversity loss and climate change. As the flaws of the current economic system are more striking than ever, the discussions on sustainable, green and just economy have also strengthened in national, European, and international fora. "Wellbeing Economy" and "Just transition" have become a popular catchwords and topical themes among policymakers, and as the Covid-19 pandemic has exposed and aggravated the unsustainability of the global economic system, it has also reinforced calls to "build back better" and repair and reform the economy.

Fingo actively participated in and contributed to discussions on sustainable and just economic system and this active role has also been recognized and welcomed by CSOs as well as decision makers in Finland and EU. For example, during Finland's EU presidency 2019, Fingo organised an international Beyond Growth conference which brought together 180 participants from 100 organisations to discuss and developed recommendations on how to bring wellbeing and sustainability at the center of EU policymaking.

Fingo will continue promoting and facilitating discussion on sustainable economic models and policies that support the transition towards them. Work happens in close cooperation with CONCORD. On the next programme period 2021-2025 Fingo's work will focus on following priorities:

- 1) **Fingo proactively highlights and produces visions and viewpoints on what just and sustainable economy looks like and what are the pathways towards it.** Fingo's efforts are not limited on advocacy within existing policy processes, but discussion on sustainable economy is promoted through events, communication and trainings. Fingo also facilitates discussion and networks where different actors can come together to exchange ideas on just and sustainable economy and policies that are required for transition.
- 2) Fingo will ensure, that the **aspect of global justice and viewpoints of CSOs' from developing countries are heard and taken into account in central discussions and/or policy processes to "build back better" and pursue "carbon neutral wellbeing economy" in Finland.** Advocacy activities are carried out when relevant processes and advocacy windows are identified.
- 3) **Fingo will advocate for policy coherence** that would eliminate the negative transboundary impacts and spillovers from Finnish and European policies. This topic is tightly linked on Fingo's work on tax justice, climate justice and corporate responsibility.
- 4) Fingo will continue advocacy work, capacity building and communications to redefine progress through measures that are not tied up with economic growth, particularly gross domestic product (GDP). **Fingo advocates the development of measures of sustainability and their effective use as knowledge base for policy and decision making.**

Tax justice

Within the economy, taxation is key tool to generate resources for poverty reduction and to tackle inequality, realise human rights including women's rights and foster stronger governance and participation in public affairs. The realisation of economic, social and cultural rights requires tackling of tax abuse and how this undermines the principles of equality and non-discrimination. Particularly the low- and middle-income countries are affected by the losses and face constraints to tackle tax abuse. Furthermore, it is especially the poor, who feel the negative impacts on standard of living, unequal political power and inferior quality of health and education services. Tax abuse also forces governments to raise revenue from other, often regressive tax sources, and this burden falls hardest on the poor. Monitoring, preventing and punishing abuse is essential in order to comply with human rights principles and improve the distributive effects of tax systems. States should take concerted measures against tax evasion globally as part of their duty to protect people from human rights violations by third parties, including business enterprises. Therefore, supporting developing countries in progressive collection of taxes and addressing tax avoidance is crucial for achieving SDGs and building back better from the Covid-19 crisis.

Fingo's key objectives to enhance tax justice in 2022-2025 are: (1) Finnish and EU tax legislations promote tax justice; (2) Finland's tax aid supports progressive taxation in developing countries, in general and especially such reforms which aim to reduce inequality and increase gender equality; (3) Finland contributes for transforming international tax policy to be more just. All these objectives feed to such transformative change Fingo is acting for.

Fingo's tax justice advocacy work will focus on the following priorities at national, EU and international level:

1. In relation to **Finnish and EU tax legislation** the expected impact is to enhance tax justice in new and existing laws. The analysis of advocacy possibilities in 2022-2025 will be made with Finnwatch and civil society action group on tax justice which aims to cooperate also with small and medium enterprises. In the EU context the key policy process is the implementation and follow up of big companies' public country-by-

country reporting (pCBCR) directive which is currently under triangle negotiations. This work will be carried out with the Tax Justice – Europe (TJ-E) network, coordinated by Eurodad secretariat, and at the national context especially with Finnwatch.

2. Following closely **Finland's tax aid** as part the implementation of Finland's action programme on taxation and development (2020-2023) and Finland's quantitative and qualitative commitments to Addis Tax Initiative (ATI) (2021-2025). Advocacy efforts are carried out when recognised window open for that, but the key advocacy objective is to impact the content of Finland's next action programme. Attention is placed on strengthen the third objective of the current programme, i.e. to strengthen the position of developing countries in the global tax policy.
3. In addition to above, **following the implementation of tax responsibility principles for the private sector** set by the MFA in 2021, to see how this objective should be articulated in the new action programme. Hence, results of programme's core activity, i.e. support for taxation capacity of developing countries need to be carefully estimated and to promote possible changes on the basis on this analysis for the new programme. the tax aid issues a key cooperation network is the Nordic Alliance for Tax Justice in which Fingo is actively involved.
4. Carrying out analysis together with the Nordic civil society group, what the request of the new ATI that the **donor countries are requested to carry out a spill over analysis of their own tax policies**, would mean for the Nordic countries and advocate based on the analysis.
5. Addressing the capacity gaps of policy makers and authorities regarding meaning and importance of developing a **just international tax policy** to strengthen UN's role in the global tax policy so that at the end a Convention on Tax will be made, and a UN intergovernmental tax body will be formed. Important cooperation network here is Tax Justice – Europe and through it also the Global Alliance for Tax Justice.

Climate justice

There is widespread consensus that the climate crisis threatens the realization of a range of human rights and exacerbates inequalities. The enjoyment of human rights will be both directly and indirectly affected by climate change globally as the increasingly strong impacts of climate change threatens to reverse many of the human rights and development gains achieved during the past century. Climate justice links human rights to climate policy to achieve a human-centered approach with the aim to safeguard the rights of the most vulnerable and share the costs and benefits of climate change and its solutions in an equitable manner.

In 2021–2025, **Fingo's climate justice advocacy work will focus on the following priorities at national, EU and international level:**

1. influencing the volume of **Finnish international climate funding**, improving the quality of its implementation and monitoring, and correcting identified flaws, including by seeking to **integrate international climate finance into national legislation and annual public national climate reporting**.
2. Fingo **continues building multi-stakeholder dialogue to share best practices for measuring climate finance performance** across sectors and organisational boundaries, including private sector actors. The aim is to strengthen positive development impacts, the human rights due diligence and effectiveness of Finnish climate work and investments in developing countries, with the goal to strengthen climate resilience of the most vulnerable.
3. Influences national inquiries and policy processes on the **regulation of voluntary emission compensation/**

markets (amendment to the Fundraising Act) to ensure the **quality of voluntary emission compensation projects in developing countries** and, at the very least, their neutral human rights and development impacts.

4. Contributes to strengthening **climate justice in all Finland's development cooperation and foreign policy**, and for these principles to be part of key policies and their implementation (such as, in the implementation of the long-term principles of development cooperation and Finland's Africa strategy). Advocacy target groups include ministries officials, policy makers and various organisations implementing Finnish ODA and climate funding.
5. Advocating for the development of a **strong post-2025 climate finance target under the Paris Climate Agreement**. The new climate finance target must be much more ambitious, detailed and binding than the current target. Both nationally through meetings with decision makers and internationally through working with CAN-Europe, Fingo advocates for channeling at least 50% of climate finance to the most fragile regions, and for the criteria and performance reporting requirements to be clear and transparent for all parties, including private sector actors.
6. Advocating for **greater climate resilience of EU development cooperation and for strong climate justice and food security considerations in the implementation of the European Green Deal** with regards to its impacts on developing countries. Fingo produces and communicates information on EU development cooperation and Green Deal to its members, decision-makers and the general public.

In addition to these national and international policy processes, **Fingo strengthens the capacity of member organisations in conducting climate work**. Fingo also contributes to the quality of Finnish climate journalism and the diversification of its perspectives by providing information to journalists and publishers on international climate policy issues in developing countries.

Fingo is an active member of various climate policy working groups, committees, and networks at national level and as a member of Climate Action Network Europe, contributing to strengthening their activities and effectiveness.

Shrinking civil society space

As described earlier, evidence shows that the space for civil society is shrinking alarmingly and the environment for CSOs to carry out their work is becoming more restricted. **Defending the enabling environment for an open, active, creative and free civil society is Fingo's core task and mandate as a national platform**. This role has become even more important in the current rapidly changing world, where people's meaningful participation and a strong voice of civil society are required to ensure that policymakers are accountable and acknowledge and value the importance of civil society's contributions at international discussions and forums.

Closing civic space impacts directly on SDG 16: to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, by raising levels of violence against civil society actors and activists; subverting the rule of law; increasing corruption; reducing accountability, participation and representation, and also access to information and fundamental freedoms. We are witnessing the changes happening specially through our networks like **CIVICUS, FORUS and CONCORD with whom we work closely to support CSOs world-wide but also do global and European level advocacy**.

Furthermore, there are shortcomings in policy coherence across sectors and the recent drafting of the **money-laundering legislation** has shown surprisingly poor understanding about the realities of CSOs working in development cooperation. This has put in jeopardy particularly their work in fragile contexts. On the positive side, there is willingness to listen civil society. The authorities also allow the civil society to participate in political

processes, although there is quite some room for improvement in terms of meaningful participation and CSOs' equal standing with regards to other stakeholders such as the private sector. However, the Covid-19 pandemic poses a risk to Finland's global commitments, as the focus tend to be on national issues.

Finnish history gives it unique profile to promote democracy and a role of civil society also globally. **The trust between different stakeholders in society, freedom to participate and act and low hierarchies allows Finland to be more active and vocal on promotion of good governance, democracy and civil society. Still in Finland there is still room for improvement.** Due to professionalism happened amongst CSOs and individual citizens more own interests than common voluntary work CSOs are forced to reflect their own ways of working. It has been observed that the diversity is diminishing, there are fewer CSOs outside the capital area and the number of CSOs receiving ODA funding has decreased. At the same time, policymakers and authorities argue that the civil society is valuable in itself and evaluations have pointed out that CSOs' development cooperation projects and programmes are effective, achieve desirable results and reach people living in vulnerable situations.

In 2021–2025, **Fingo's civil society space advocacy work will focus on the following priorities at national, EU and international level.**

1. We have increased the **knowledge and understanding** of policy makers and authorities about the actions and trends affecting the state of civil society in developing countries.
2. Contributes to strengthening **the roles of civil society in the Finland's implementation of 2030 Agenda, foreign policy and development cooperation. That includes encouraging Finland to take more visible role in global arenas to support the importance of civil society.** Advocacy target groups include ministries officials, policy makers and various organisations implementing Finnish specially ODA funding.
3. Fingo continues building **multi-stakeholder dialogue** with other actors to make space for meaningful participation of civil society in joint activities. The aim is to strengthen positive development impacts, human rights due diligence and effective collaboration.
4. We **integrate European and global work** better to our national work through deep collaboration specially with CONCORD, FORUS and CIVICUS. We are looking for deeper collaboration also with African CSOs. Cooperation with other thematic networks brings added value.

OUTPUT 1.2. Civil society organisations have been engaged and heard in key political processes by policymakers

Resolution 38/12 of the UN High Commissioner for Human Rights recognises that decision-making across the board – on development, on security, on social affairs – is more effective and legitimate when people with different backgrounds are able to contribute, and the meaningful participation of civil society in international processes and bodies is ensured. This resolution also highlights the following three P's which are considered interdependent and mutually reinforcing elements for a free, safe and enabling civic space⁸:

- Ensure equal and inclusive civil society **participation** in the work of the UN and access to information;
- **Promote** civic space, including in national decision-making processes; and
- **Protect** civil society actors at risk and from online and offline attacks.

⁸ Civil society space: engagement with international and regional organisations. Report of the United Nations High Commissioner for Human Rights (2020). Human Rights Council, forty-fourth session, 15 June – 3 July 2020. <https://undocs.org/A/HRC/44/25>

Although the resolution focuses on the participation of civil society in the UN processes, it is directly applicable to support the meaningful engagement of civil society in any policy and decision-making processes. And reflecting the current trends affecting civil society and rapid changes in the complex world we are living in, meaningful engagement is a safeguard to ensure that political decisions are based on evidence and the varied realities of civil society. The new white saviour and localisation narratives, mixed with the digital and Covid-19 era, call us to change the way engagement and dialogue is done and between whom.

Fingo is committed in its advocacy work to strengthen civil society's right to participate and to be heard in policy processes, as stipulated in resolution 38/12 and to find ways to move barriers for voices from developing countries to speak for themselves to support the new aid narratives. The digital era provides opportunities, but also innovativeness is need due to the staggering digital divide between developed and developing countries.

During the programme period Fingo will **develop concrete steps to support meaningful engagement in policy processes** together with its member organisations, as well as, together with identified think tanks and networks particularly in Africa through a co-creation and HRBA process to ensure that planning of meaningful engagement is based on the needs and views of developing countries.

Strong advocacy work needs to be supported by a special focus on communication efforts. Reliable, clear and solid **advocacy communication** is needed to support decision-making and accountability of policy makers. Complex issues are often forgotten and put aside. With active communications decision-makers, authorities, influencers, the private sector and the public are inspired and mobilised to make better decisions. Good collaboration also needs open interaction that respects people with different backgrounds and values. It also requires people to come out of their comfort zones. Methodologies like Collective Leadership Compass will give us tools to do better advocacy communication.

There are multiple moments and policy processes during the next programme period that will require attention and meaningful engagement of civil society. First of all, **Finnish parliamentary elections take place in 2023** and give a chance to advocate for critical issues related to sustainable development, development policy and global justice. Secondly, **Fingo and MOs will advocate for a government programme** that takes into consideration civil society's key issues. Thirdly, **in 2024 EU elections** will bring an opportunity for Fingo to advocate for globally responsible EU. Fingo will advocate and make sure that themes related to EU's global role are part of the election discussion in Finland. There will also be a new commissioner and members of the European Parliament (MEPs), and Fingo will create and maintain close relations with them.

The **European Consensus on Development** frames **EU and its member states', including Finland's**, implementation of the 2030 Agenda in partnership with all developing countries, taking due account of the framework provided by the Lisbon Treaty. In addition, the Global Strategy for the EU's Foreign and Security Policy provides an overall vision for a joined-up, credible and responsive engagement in the world. Those long-term strategies together with **EU-Africa strategy, new Finnish long-term principles of development cooperation** and **Finland's Africa strategy** are the key political frames which we follow closely. Africa as a continent is getting more and more close to other policy areas than development too. That's why all our priorities areas and cooperation with African CSOs are so important.

In addition, Fingo will engage together with MOs in the UN Women's Generation Equality five year long campaign that promotes the rights of women and girls⁹. **Finland holds a lead role in the Action Coalition that focuses on technology and innovation, and Fingo is a member of the advisory group established by MFA to support the achievement of the goals under this action coalition.**

⁹ Generation Equality (2020). Ministry for Foreign Affairs. <https://um.fi/generation-equality-en>

1. We will **raise awareness of decision makers** regarding global development, especially the 2030 Agenda, civil society space, sustainable economy, tax justice, role of private sector, climate justice, ODA funding as well as the work and results of the Finnish CSOs in the field of development to ensure that decision makers are motivated and committed to carry out their part and duties.
2. During the programme together with national and international partners **we will produce versatile, fact-based and clear material on the programme priority themes to support advocacy work.**
3. Activating multi-voiced and cross-border debate on global development issues among policymakers.
4. National voluntary reports on the **progress of the 2030 Agenda implementation process** have been a powerful tool for civil society to hold their governments accountable. Based in good collaboration in Finland with government and other stakeholders we have shared our experiences with global colleagues already widely and will continue that work closely specially with national platforms in developing countries.
5. Fingo will continue its unique role in **policy coherence for sustainable development (PCSD)** expert in raising awareness on it, advocating and concretising it in national, European and global policy documents and processes.
6. During this programme phase Finland will have national parliament elections and European union parliament elections. Both elections will be fundamentally important to held politicians accountable on global responsibility. Fingo will **facilitate joint national election advocacy efforts and join actively in European campaign together with European networks.**
7. Africa is high on the agenda of both EU's and Finland's priorities. We are **deepening our relationships with African CSO platforms and think tanks on the priority themes of this programme.**
8. We will **participate in UN Women's Generation Equality campaign** by bringing together civil society views under Technology and Innovation for Gender Equality coalition led by GoF, focusing on the following themes: 1) Bridge the Gender Gap in Digital Access and Competences and 2) Build Inclusive, Transformative and Accountable Innovation Ecosystems.

OUTPUT 1.3. CSOs have advocated for increasing ODA funding, including funding for CSOs in both absolute and relative terms and ensuring that all relevant funding has been targeted to reduction of inequality in sustainable development

Policy makers have a duty and an important role to enhance the enabling environment for CSOs to carry out their role and to make decisions that consider sustainable development as well as the leave no one behind principle and human rights in general. This enabling environment includes conducive governance and policy measures, which support and enable civic action, as well as adequate resources.

The Addis Ababa Action Agenda reaffirms ODA commitments which were also contained in both the Monterrey Consensus and the Doha Declaration on Financing for Development, to **achieve the target of 0.7%** of ODA/ gross national income (GNI) and 0.15-0.2% of ODA/GNI to the least developed countries. Fingo and the CSO community both in Finland and Europe has been strong and long-term advocators for achievement of this commitment. There are donor countries that have achieved these targets, Finland unfortunately not being one of them. The long-term principles of development cooperation present Finland's roadmap to achieve 0,7% target putting enormous pressure for Finland to finally show in actual ODA funding its commitment for global development.

Fingo's advocacy on ODA funding will continue to be focused on the following priorities strong support of the CS community:

1. Advocating for ODA to ensure that Finland will honor its **commit to reach the 0,7 target by 2030.** Attention is placed on following closely the 0,7 roadmap and progress made in yearly base.
2. Advocating for **15 percent** of the exclusive ODA budget item administered by the Ministry of Foreign Affairs to fund CSOs development cooperation that **supports civil society** (budget line 24.30.66) Advocating for **0,2 target for LDCs.**
3. **Advocating for same criteria for all actors that receive ODA funding** to ensure effectiveness, impact and results to be in line with Finland's development policy goals.
4. Advocating ODA funding possibilities with aligned criteria, that can support new partnerships, and international additional resource mobilisation in flexible manner.

Fingo has multiple roles in EU advocacy. First of all, we have an important role to inform our members about current EU politics and policies by organising webinars and events such as MEP morning coffee breaks. Secondly, we support and train our members in their EU advocacy and organise trainings for interested MOs. Thirdly, we have a key role to bring members together, plan joint advocacy activities and create alliances. Fourthly, we represent Finnish CSOs in CONCORD and advocate for more fair development policy in the EU.

At EU level key processes together with CONCORD are as follows:

1. Contributing on drafting and negotiating documents, conclusions and agreements that guide EU's development policy and cooperation as well as EU's development finance and its instruments.
2. Enhancing policy coherence for development in EU's other policies, such as foreign and trade policy.
3. Following the implementation of the new Global Europe instrument in EU's multiannual financial framework is set for 2021-2027. The new instrument brings together all the former instruments, and how it will be programmed, administered and tracked will be crucial. Fingo will follow the new instrument mainly through CONCORD, which aims to set up a tracking tool.

As described in chapter 3.2., the finance architecture is going through significant change that require urgent attention also from CSOs. In addition to ODA related advocacy, we need to be awake regarding discussions on **financing sustainable development.** For us it is crucial that funding targeting sustainable development in developing countries will contribute to reduction of poverty and inequalities.

The key actions to be taken are as follows:

1. **To increase knowledge and understanding** amongst CSOs of the rapidly changing sustainable financing environment.
2. **to influence the debates on financing for sustainable development** to make sure it includes LNOB principles, reduces inequality and poverty. Key processes will be identified.
3. **To strengthen our collaboration with international CSO networks** like Eurodad on this topic.

OUTPUT 1.4. Fingo and its MOs have strengthened strategic partnerships with international CSO networks to increase impact on issues affecting civil society

Collective action, evidence-based advocacy, long-term accompaniment of local actors, powerful storytelling and cross-pollinating patterns of influence connecting local to international levels, are key ingredients to expanding the enabling environment of civil society.

In many places, this environment has been curtailed during the Covid-19 pandemic, impacting the ability of CSOs to operate and to continue to strengthen themselves and their activities. In the years which will follow the pandemic, civil society will have a crucial role to support societies and decision-makers everywhere to make informed choices leading to rebuilt systems that deliver better for people. In this effort, it will be paramount that civil society is empowered to fully play its role in society, that the environment it operates in enables it to thrive. Various dimensions will be determinant, such as the openness of civic space, the financing landscape for sustainable development (including for CSOs), and more and more the ability with which civil society will be able to operate safely in the digital space. On the one hand, the **shift to a more digital world presents many opportunities, including for civil society to be more impactful and effective. On the other hand, there is a need for civil society to be better educated and aware of issues with digitalisation, such as the potential for continuous surveillance in a post-pandemic world.**

To build this understanding and respond effectively with evidence-based advocacy and contextualised strategies, participative approaches to analyse situations, shifts and needs across a diverse set of countries are required. This will allow for the development of tailored medium and long-term strategies for alliance building, awareness raising and aligned leadership from dedicated CSOs in raising messages and forming recommendations that are linked to key policy frameworks (such as the Agenda 2030), and that will be shared with policymakers at national and international levels.

Using action research and peer-learning, combined with capacity-development activities, will allow for the strengthening the skills and abilities of CSOs to better navigate their shifting environment, including by better engaging in the digital space.

There is also a need to better communicate about the effects of digitalisation by sharing first-person stories from civil society leaders and activists around the world. By developing effective campaigns and communicating through innovative and more accessible formats, **Fingo and FORUS aim to reinforce the above efforts and promote a human-rights based approach to technology and a safer digital enabling environment for civil society.**

Fingo as a national platform is heavily engaged in working together with European and global platforms. **CONCORD**, in European level, and **FORUS** in global level are the main fora. We do **collaboration also intensively with other international networks in each thematic working area** to amplify our contribution specially in international policy processes, but also enable us to transmit information effectively, exchange learning, identify best practices and engage in collective strategizing. We have similar working structure in national context than internationally and that allows us to make our contributions jointly with members.

As a part of international networks, we can play an important role in acting as opinion makers, working with governments, international organisations and other relevant actors to push back against the regressive trends.

During this programme **Fingo will be in a leading position in international networks in following topics:**

- advocacy on 2030 Agenda and policy coherence together with SDG watch Europe and CONCORD at European level and Action for Sustainable Development network and FORUS on global level
- advocacy on SDG 4.7. in European and global levels together with Bridge 47 network
- Fingo's representative is currently President of CONCORD

Strengthening global perspectives in our work

1. We want to continue and **deepen collaborations with African think tanks** like the Africa Philanthropic Foundation and Africa CSO platform on our priority areas on advocacy.
2. With **FORUS members we will develop a better understanding of and raise awareness about the digital enabling environment for civil society**, its limits and constraints, related risks, as well as emerging opportunities.
3. FORUS and Fingo will do **joint research on safe digital activism**, promoting a human rights-based approach regarding the use of technologies and digital spaces.
4. We will continue the close **cooperation with global Bridge 47 network to advocate the importance of SDG 4.7. especially in global and EU levels.**

OUTPUT 1.5 CSOs have advocated for policy makers to strengthen regulation and legislation related to private sector accountability, as well as, develop policies and guidelines to clarify and determine the duty bearer role of private sector in sustainable development

The current neoliberal economy system has allowed the market and private sector to direct and dominate the economy without paying enough attention to people and the planet. Yet, sustainable and just economy is directly linked to the private sector, how it operates, what it values as part of its business operations, what investors value, how private sector is regulated in terms of due diligence etc. The private sector, particularly large multinational companies, have reach a position where they can exercise power in relation to governments and civil society. This power position and power relationships need urgent attention if we want to achieve just and sustainable economy.

We have identified the private sector as a moral duty bearer in relation to socio-economic rights of civil society and in relation to the civil society space in developing countries. And through situation analysis regarding just and sustainable economy, we have identified two different advocacy streams to be pursued within this programme that are **due diligence legislation and role of private sector as duty bearer** in development co-operation.

Due diligence legislation

Fingo enhances corporate responsibility by advocating ambitious due diligence legislation nationally and at the EU. There is already political commitment at both levels and actions have been taken, but active advocacy is needed to reach the level of ambition required by civil society actors and progressive companies. Corporate accountability laws are needed as voluntary business commitments have failed to stop continued corporate abuse. Binding corporate responsibility legislation contributes to the achievement of sustainable development goals. These laws require business enterprises, including financial institutions, to address human rights, environmental and governance risks and impacts throughout their global value chains.

Fingo's objective is, together with other civil society actors and progressive companies, to ensure that the legislation processes are based on the UN Guiding Principles on Business and Human Rights and include notions on environmental harm as much as is possible in legal terms, and that the final laws really deliver results for people and the planet. Ambitious level means, among other things, that strong provisions are needed to facilitate access to justice for victims of corporate abuses, and to address the power imbalances when they seek remedy. Victims must be financially supported when they start court cases, and they must be enabled to go to court when companies

fail to do due diligence. There need to be a wide scope to cover all businesses, and by removing exemptions and distinctions in levels of obligation depending on the location of the activities or the type of company. The Finnish government and European Commission should both introduce strong and harmonised due diligence obligations. If the EU directive will not be as ambitious as it should be, Finnish national legislation should be stronger than required by EU.

Fingo's advocacy work will be carried out in cooperation with other CSOs and especially with Finnwatch. There will be dialogue as well with the members of national and EU parliaments as relevant civil servants at both levels. Hence, important space of advocacy is also the background group formed under the Ministry of Economic Affairs and Employment in which Fingo is a member and which hopefully will continue to work also after February 2022 when its first term will end.

Private sector as duty bearer in development co-operation

Since the onset of the 2030 Agenda and call for actors outside of the development community to join the sustainable development movement private sector has gained a stronger and central actor also in development co-operation. This has particularly manifested on remarkable amounts of ODA funding channeled to private sector through different funding instruments, yet with very limited discussion about the role and accountability of private sector in delivering results meaningful in the development policy framework. Within the donor community, there is no shared vision or criteria regarding private sector, policy coherence virtually none-existing, policies and guidelines to explicitly define the role of private sector in development and ensure that private sector engagement does effectively contribute to development policy goals (especially reduction of poverty and inequalities) inadequate, yet there is a strong agreement that private sector is needed, and it has a role in sustainable development. An examination of global trends and the experience from various donors long experimented with private sector engagement and development suggest that strengthening the partner countries' economies and cooperating with the private sector requires a holistic and systemic approach.

Strengthening the economy, creating jobs and improving livelihoods in partner countries is one of the four priorities for GoF. The recent evaluation (2021) assessed how development policy objectives had been achieved, what were the strengths and weaknesses of the assistance provided, and proposed measures to strengthen development cooperation in this field¹⁰. A key conclusion was lack of strategic leadership, as well as internal and external coherence affecting the portfolio performance and results achieved, and thus the key recommendation was a need to develop a comprehensive, coherent and actionable Policy for Economic Development and Private

Sector Engagement, in addition to development of practical Private Sector Instrument (PSI) Guidelines to accompany the Policy. At EU level, one may argue that there is more strategic leadership but a similar problem to Finland in terms of clear policy guidance.

Fingo's advocacy work will focus on the following:

1. Development of **more coherent and coordinated policies, guidelines and criteria for private sector engagement and partnerships** in Finnish and European development policies through policy dialogue and meaningful engagement of civil society in the processes.
2. **Support development of private sector instruments** to ensure ODA is allocated to its most effective use through dialogue with decision makers, government officials and other stakeholders.

¹⁰ Evaluation of Economic Development, Job Creation and Livelihoods. Volume 1.1 Main Report. (2021) Ministry for Foreign Affairs. https://um.fi/documents/384998/0/UM_Evaluation_on_Economic_devel_Job_Creation_and_livelihoods_Vol1_1_Main_Report+%281%29.pdf/ed1a6564-3ba9-21df-0fcf-24616e50107f?t=1616675150372

Clear and coherent goals and guidelines for private engagement will diminish misperceptions and tensions between different actors and facilitate dialogue, co-operation and even partnerships among different stakeholders.

Fingo will collaborate with international CSO networks, such as CONCORD and Eurodad, who actively follow the international discussions on private sector engagement and instruments. International collaboration and networks provide Fingo access to topical discussions and information concerning the private sector in development and enables Fingo build the capacity of Finnish CSOs to better understand key issues relating private sector engagement.

OUTCOME 2. Finnish CSO's organisational capacity to work with the civil society in developing countries, in rapidly changing world, has strengthened.

Fingo and Finnish CSOs have a moral duty-bearer role in relation to the civil society and the CSOs in developing countries. Approximately 60 % of Fingo's MOs operate in developing countries. Thus, they have a significant role to strengthen the civil society in the partner countries they operate in, to improve service delivery and to advocate for fulfilment of human rights and protection of civil society space. Hence, during this programme **we aim to strengthen the capacity of our MOs**, particularly, in adjusting to the rapidly changing world, how to carry out advocacy that addresses the structural societal inequality and the enabling environment for the civil society, and how to communicate effectively on issues affecting civil society in developing countries, and more importantly how to take into account, and **how to respond to the new aid narratives**.

Civil society organisations have also a specific role to enhance the 2030 Agenda and LNOB principle, to advocate for fulfilment of human rights and to carry out work that address various factors affecting inequality. Government of Finland considers Finnish CSOs as a key resources and partners to enhance Finland's development policy goal. In addition, Finnish CSOs have a moral duty bearer role in relation to the developing country CSOs and civil society in developing countries in order to be able to carry out successfully these multidimensional roles and duties in the human rights based framework for achievement of transformative change. The capabilities and capacities of Finnish CSOs needs to respond to the rapidly changing world described in chapter 3.2.

Strengthening Finnish CSOs capabilities is our main function and widely appreciated by member organisations. The core training and learning services that we offer to our members and wider CSO community consist of training and learning processes, peer-learning opportunities and networks and exchange of best practices, learning material and web-courses, as well as advisory services. A systemic approach based on HRBA and Collective Leadership Compass gives us a clear basis to achieve progress in this outcome area. As part of the programme planning process we have identified several changes and trends in the operating landscape that have an impact on CSOs' and their work. These are summed as follows:

1. **Inequality is rising alarmingly** and factors affecting inequality has become complex, multifaceted, and interlinked requiring understanding of systemic thinking to problem solving, as well as, new tools to address root causes of inequalities. It is important to understand how economic, social, and environmental factors are interlinked and powerfully shape inequalities in developing countries. There is also a need to understand and apply the 2030 Agenda and human rights based approach throughout the project and programme cycle for achievement of transformative change. We will further develop our training modules to strengthen the capabilities of Fingo's MOs and wider CSO community to address inequality issues within the current landscape (output 2.1).
2. Due to the **rapid changes taking place**, it has also become more difficult to plan and implement projects and programmes, and to achieve results. The complexity of development problems has called for innovative solutions and new thinking already for several years, and culture of experimenting has gained space among many CSOs. In addition, the constantly changing operating environment and particularly Covid-19 pandemic

has shown that we need ability to rapidly adjust and adapt and be agile in our way of working. Again, new knowledge, skills and tools and partnerships are needed. We have recognised foresight, strengthening of experimental culture and innovations as important ways to create resilience and agility, as well as, to strengthen effectiveness and quality of work in long run (output 2.1 and 2.2).

3. **Fourth industrial revolution and digitalisation** changes all aspects of our lives whether we live in Helsinki, Vientiane, Kigali, La Paz or the most remote village in rural Somalia. The major difference between people living in these places is that are we able to benefit from the opportunities that digitalisation offers, or are we going to suffer from the negative consequences, or are we eventually left outside of digitalisation completely? Digitalisation from human rights perspective raises important questions to freedom of speech, privacy, and data ownership to mention some. In addition, rapid new technologies such as artificial intelligence has raised debates on gender bias and human rights issues. Yet, at the same time, we can see opportunities in use of technology and technological solutions. Covid-19 pandemic has both accelerated the use of technology but also allowed some countries to use lockdowns to hinder people’s access to the internet. Thus, digitalisation and technology are a double-edged sword which we need to bear in mind and to take into account when strengthening CSOs understanding of the opportunities and risk related to digitalisation (output 2.2).
4. **Establishments of partnerships** have been a long tradition in development cooperation, and particularly partnerships with developing country CSOs and development community has been important and the foundation of projects and programmes. For the past years there has been a strong shift in the donor community to push for partnerships outside of the development community particularly with private sector, but also with academia and public sector actors. One of the main reasons for this shift is the 2030 Agenda and SDG 17 that calls for partnerships. We have actively supported partnerships with academia, public sector and CSOs in many initiatives over the years, such as Global Education Network, and CSO-private sector partnerships through our Powerbank Initiative, and we will build on the key learnings the next phase of these initiatives as we recognise the importance of partnerships for achievement of 2030 Agenda (output 2.3).

This programme also builds on recommendations of an external evaluation on Fingo’s learning functions. On the next page we have summarized the main recommendations and our responses in the programme.

Table 5: Evaluation recommendations on learning services and Fingo’s responses

| Recommendations of the mid-term evaluation on learning functions (2020) | Response in the programme |
|---|--|
| Taking better advantage of web-based solutions for learning through new web-courses for self-study as well as online events; broadening the use of English language in the online services in order to improve the participation of our members’ partner organisations in the developing countries. | Enlarging the variety of web-courses available in Fingo. Continuing, also after the pandemic, the use of online-events and use of English language, especially in thematic areas of project planning, evaluation, and digitalisation (output 2.1 and 2.2) |
| Continue and develop further the core services and basic level trainings, encouraging peer-learning and networking, are practical and well rooted in the current processes of the MOs. When possible, a combination of training, peer-learning, and coaching should be considered. | In all thematic areas, focusing on learning events and processes which include peer-learning and action orientation for easy usability of the learning. (output 2.1 and 2.2) Embarking on experimentations with a group of interested CSOs to develop capacity and new tools for programme and project management, especially in the thematic areas of evaluation, foresight, digitalisation and risk management and project management. (output 2.1, 2.2, 2.3) |
| Develop a systematic way of assessing the learning needs and capacity gaps of the member organisations that represent a diverse and heterogenous group, and to use segmentation as a planning tool to respond to it. | Creating more systematic procedures to collect and analyse the learning needs and capacity gaps of member organisations. (output 2.1) |
| Analyse and respond to the needs raising from the member organisations for advanced level learning opportunities. | Creating new and stronger partnerships with other learning institutions, in Finland and abroad, for widening the perspectives and the themes available for our members. (output 2.1, 2.3) |

Powerbank programme was initiated in early 2020 with additional funding from MFA to respond to the changing landscape, need for innovative approached and partnerships to address the persistent development problems.

Assessment of first year’s implementation showed good results. According to survey responses among the 32 participating organisations: 76 % reported that they had found at least one new partner or contact through the programme, 79% gained new skills and knowledge and at least 20 organisations adopted new technology solutions. There were over 700 participants in the 23 trainings, launches and networking events. PB published six reports on ranging from private sector collaboration to innovation and digital ecosystems in East Africa and supported seven organisations to implement an innovation experiment in their on-going projects. PB has established a Technology Solutions Portfolio¹¹ and Matchmaking platform¹² on Fingo’s website¹³. (See annex 3 for more details about Powerbank programme).

At the end of the year also a self-assessment of key learnings from the Powerbank programme were compiled to support integration of the programme to the core functions of Fingo as follows:

- Continued efforts are needed to support member organisations and their partners to utilize the potential of available technology solutions in their project and programme work

11 Technology Solutions Portfolio (2020). Fingo. <https://www.fingo.fi/powerbank/technology-solutions-portfolio>
 12 Matchmaking Platform (2021). Fingo. <https://www.fingo.fi/powerbank/matchmaking-platform>
 13 More detailed results are available through the following link:
<https://www.fingo.fi/sites/default/tiedostot/fingopowerbankresults5321.pdf>

- Outsourcing experimentations is an effective way to catalyse action, create new knowledge and practices with learning by doing among Finnish and East African CSOs and their local partners and will be continued during the new programme
- Private sector collaboration will be facilitated by creating specific matchmaking platforms for CSOs and companies both in Finland and in developing countries and organising networking meetings
- Gender equality and disability inclusion are very important objectives in digital development. Paying attention to them, providing guidelines, training, information, and good practices will be continued during the next programme.

Based on encouraging results and lessons learned thus far, Fingo will **continue to implement, develop, and expand the Powerbank programme component** aligned and integrated to outcome 2 by:

- increasing the capacity of member organisations and their local partners to utilize innovation, experimentation, and agile methods to develop the effectiveness, resilience, and relevance of their work
- strengthening Finnish CSOs' understanding of the opportunities and risks related to digitalisation (including gender equality and disability inclusion) in their work with CSOs in developing countries has been strengthened
- providing opportunities and capacities for Finnish CSOs and their local partners to establish dialogue and strategic partnerships with public, private, civil society and other social actors.

In the new Fingo programme we will strengthen the community of practice including actors from Finland and from developing countries (especially in Eastern Africa) and expand our network of partners (see full list in annex 3) including such as, developing countries' innovation hubs, Ambitious Africa, Finnpartnership, Team Finland and Aalto University. We will also continue to provide wide range of training services on Powerbank topics and increase the foresight activities particularly on the future trends of digitalisation and partnerships. Through Powerbank, Fingo will also explore the opportunities of impact investing and the various potential roles and opportunities for CSOs in it.

Powerbank operations will continue to work in Finland and Eastern Africa (Kenya, Tanzania, Uganda, Ethiopia, Somalia, and Somaliland) with Kenya as a central hub. Kenya is the strongest central point for programmes implemented by the Finnish CSOs. The Finnish Embassy, a well-functioning Team Finland network and the local technology and business sector are also key actors. Trainings, advisory, events and joint development activities will be organised locally and in online events in the key countries.

Supporting CSOs to build their capacity

Strengthening civil society capacities and capabilities is a pillar of the theory of the change of this programme and foundation for Fingo's human rights-based approach in practice. **Our approach to strengthening civil society capabilities aiming for transformative change is based on the following four dimensions:**

1. **Capacity to observe the external environment.** This capacity is more important than ever, and CSOs need to know their context not only locally and nationally but also globally in order to be relevant in the world. Focus will be given to capacity building on themes such as transformative change and the 2030 Agenda, especially climate change and global unequal economy, as well as digitalisation and futures foresight. Also, shrinking space of civil society will be covered in all aspects.
2. **Capacity to relate.** A factor for survival, CSOs need beneficiaries and stakeholders, partnerships, and donors. Partnership building is a priority area of this programme, and it will be covered from different aspects

of CSO capacity development to networking and matchmaking. Eventually the long-term impact of this programme are improved skills of Finnish CSOs to work with their partners for sustainable development.

3. **Capacity to advocate and communicate.** All CSO need good relations and good communication with their own members and private donors, whom they are also accountable to. In this programme, we want to see increasing CSOs capacities to communicate towards the public in general and to advocate towards political decision makers.
4. **Operational capacity** consists of practical skills needed for quality and effectiveness of projects and activities. Providing possibilities for learning, peer-learning and advice is a core Fingo function which we want to continue. The main areas are development cooperation, global citizenship education, monitoring and evaluation, risk management as well as advocacy and communication skills mentioned above. Practical skills are combined with more academic frameworks such as human rights-based approach and cross cutting themes such as gender, non-discrimination, and climate sustainability.

The outputs under this outcome are designed to respond to trends and challenges identified in the rapidly changing environment as well as, to preliminary capacity gap analysis carried out during the planning process. They are also in line with Fingo strategy. The skills and competences to strengthen CSOs capacities and capabilities are related to 1) being **resilient, effective and relevant** in the rapidly changing operational environments, 2) having sufficient **technological competences and awareness of the risks in digitalisation** for become more inclusive but also effective and 3) **supporting partnership building** to enhance achievement of results, with particular focus on collaboration with private sector.

OUTPUT 2.1 The ability of Finnish CSOs to develop the resilience and relevance of their work has been strengthened.

Today, we are living and working in an environment where it is hard to foresee what changes take place and how they impact our way of work. Covid-19 pandemic added an extra layer to the complexity and accelerated the need to strengthen the resilience and agility of CSOs and development community. Our contribution to the 2030 Agenda and development results depends heavily on the skills and tools we apply, and how well they are suited to the operating landscape.

We have identified several themes and topics for new learning models relevant for building the capacities and capabilities of our member organisations so that they can develop their resilience in this volatile external environment and to remain and improve their relevance for their goals, their partners and for their beneficiaries. Themes and topics in learning modules are as follows:

1. Being forward-looking requires foresight skills. Fingo published popular trend cards in 2019 and mapped out possible future scenarios for civil society in a post-pandemic world in 2020. Members have been eager to participate in Fingo's foresight activities. We are keen to continue the work on **trends and foresight** together with our members, learning and trying out different tools and finding the perfect toolkit for development CSOs.
2. Being resilient and innovative requires **experimentation skills and an organisational culture suitable for innovation.** We will investigate the possibilities of innovations for development CSOs in a joint learning process with our members. We will provide training on innovation methods, culture of experimentation and human-centered design thinking for development. We will continue outsourcing **innovation pilots with our MOs and their local partners** through Powerbank programme partners to develop agility, create new solutions and approaches to boost CSO work and share learnings. (See annex 4. Fingo's approach to innovations).

3. Being resilient can also require **good risk management** to prepare for the unfortunate incidents and changes in the external environment. Risk management means risk reduction, preparedness, and constant monitoring. Fingo will build a training module and a peer-learning process to strengthen the capacity of members to monitor potential risks, including a guideline on prevention of **sexual harassment and sexual abuse**.
4. Being relevant requires the ability to analyse the local and global context and act accordingly. Fingo will build an **the 2030 Agenda training module** for achievement of transformative change and for enhancing systemic thinking in development cooperation. Related to this module, a training on systemic approach to addressing inequalities, placing special attention to climate and economic justice issues, as well as, implications in civil society space will be made. Training of advocacy skills enhances as part of the module.
5. Being a good partner and creating positive impact together requires commitment but also good project management skills. **Planning, monitoring, evaluation, and learning (PMEL)** in development cooperation and global citizenship education have an important place on the agenda. A learning process and study group on **evaluation** started in 2021 and it will continue until 2022. Another learning process is taking place in the **Hankerinki network** for members who use project-based support for development cooperation. The learning services for this segment will be tailor made for *Hankerinki* and include peer-coaching and training events.
6. Development of a **HRBA training module and a training module for cross-cutting issues** (such as gender, non-discrimination, especially disability inclusiveness, climate sustainability) to strengthen the capacity of member organisations and wider CSO community on programming and advocacy. Capacity building on disability inclusion is organised in cooperation with our members specialising in promoting the rights of people with disabilities. Disability inclusion is included as a theme also in our online training material and in project planning trainings and advice in order to develop practices for mainstreaming inclusiveness into the development cooperation of MOs and their partners.
7. The role of civil society, its capacity building needs and empowerment of partner CSOs to act not just as service providers but as **actors defending the enabling environment and democracy is a priority area and included in all trainings on development cooperation**.

We plan to further develop learning opportunities with clear learning goals for these topics which would not only benefit the participants but also allow us to measure the achievement of the learning goals and the impact in the longer term.

Fingo will **continue to give advice individually to member organisations in project planning and applying for funding**, also from EU sources, and information on open calls will be distributed regularly. We will also seek possibilities to leverage more resources and international funding matching with Finnish ODA support (additional leverage for impact scaling – partnerships, impact investing).

The direct recipients of this output are mainly, but not exclusively, Finnish CSOs. We recognise the heterogeneity of our member organisations in terms of areas of work, resources and working modalities as well as differences of levels of knowledge, skills, and interests, and the importance to consider this when planning for learning opportunities. In addition, we utilise recommendations of the evaluations and feed-back we have received regarding our learning services such as the following:

- Development of systematic way of assessing the learning needs and capacity gaps of the member organisations that represent a diverse and heterogenous group
- Facilitating individual learning experiences to transform into organisational development
- Taking better advantage of web-based solutions for learning through new web-courses and materials for self-study

- Applying a variety of training methodologies, experimenting different learning processes (vs. one-off-training events), and including peer-learning and action orientation in all our activities for easy usability of the learning.
- Development of learning opportunities for different levels (basic, advanced, transformative)
- Further development of assessing learning impact and frequent follow-up after each training to facilitate adjusting and modification of plans according to the results and the emerging needs of CSOs.

A detailed plan for learning services will be made bi-annually based on the need analysis and feedback from the trainings. The plan will include the different learning services provided by Fingo, the specific topics and different levels (basic/advanced/transformative) to be covered, most useful means for learning (such as web-tools/webinars, trainings, materials) and the language to be used. This detailed plan will also help the CSOs to plan the capacity development of themselves and their partners.

A key lesson from remote working during the pandemic is that we are able to reach more member organisations both in Finland and in the developing countries to attend when training is carried out online, and therefore we will invest in development of online training modules, materials and advisory services. Powerbank is already experimenting this in the field of innovation and digitalisation, especially in the context of East Africa. Fingo has collected a lot of that kind as well of experiences from just finished EU-funded projects like Bridge 47 and Frame, voice and report. This possibility will also be explored in other training events organised so that the partners from different countries could join each other for learning.

Fingo **uses its wide national and international contacts** to identify new trends, interesting perspectives, and topics as well as good speakers and trainers that could be of interest to the Finnish CSO audience. In this new programme period, we will deepen our connections to organisations and networks working in and around sustainable development and development cooperation (such as INTRAC, ODI, FORUS, Bridge 47 and others), for new trainers and for new critical perspectives, as well as more practical skills, in this area of work.

Our key partner in the general quality development of learning services is the Sivis Study Centre, a nationwide adult education provider and a platform for peer-learning and training among non-formal adult education organisations. The main topics include quality adult education, eLearning and sustainable development. Also, our partner in eLearning is the Association of Finnish eLearning Centre which promotes sharing of knowledge, best practices and quality in e-learning.

OUTPUT 2.2 Finnish CSOs' understanding of the opportunities and risks related to digitalisation in their work with CSOs in developing countries has been strengthened.

New technologies and innovations represent new opportunities to achieve results in development cooperation and sustainable development. There is a great potential for even disrupting traditional ways of working and delivering results. Nevertheless, at the same time, we are conscious of the human rights implications related to especially new and rapid technologies, and the digital divide that hinders digital inclusion, and as the worst case scenario, can increase inequalities and leave a significant number behind development.

The Covid-19 pandemic showed great agility and adjustment by CSOs in how they transformed their working modalities into the digital environment. Yet there is place for improvement and CSOs are underutilising the opportunities provided by digital technologies often due to lack of knowledge, skills, and resources. Fingo is well-positioned to **strengthen CSOs' capacities and competences in the digital environment, to enhance skills in utilising technological solutions to support delivery of results, as well as, building knowledge and understanding of the human rights risks related to technology** through Powerbank which started in 2020.

We consider **gender and disability inclusion fundamentally important** when developing and using digital technologies in developing countries. Exclusion of people with disabilities from the society is indefensible from a human rights and development perspective. Technical innovations can open new opportunities for persons with disability and other groups that live in vulnerable situations like women, girls and children, but it is vital to base any innovative solution to respond to the actual needs of the people concerned early in the process, as well as, to assess potential human rights risks. In all trainings and advisory services implications of technology on gender equality and disability inclusion will be screened to better enable vulnerable groups to benefit from technology and gain access to digital data and communications. This will be supported by providing trainings, guidelines and sharing good practices.

Building on the lessons learned from year one implementation of Powerbank programme extension, we will focus on the following activities:

1. We will **integrate Principles for Digital Development¹⁴, gender and disability in technology, human rights, and digitalisation to the capacity building** of all CSOs participating in Powerbank activities. In early 2021 Fingo produced a guide for inclusive digital development focusing on the rights of people with disabilities and this work will continue in this programme by including produced guidelines and identified solutions for disability inclusion to Powerbank services. Capacity building activities include trainings and webinars, events, materials for learning, platforms, and peer-learning. We **contribute to the Generation Equality campaign** through Action Coalition responsible for Technology, Innovation and Gender Equality with studies, good practices from CSOs and advocacy work.
2. To **spread information on good practices applied by CSOs, the Digital Solutions Portfolio and Library¹⁵** covering solutions also from the developing countries will be expanded. Some of these tools will be studied at a very practical level in hands-on workshops and trainings on selected digital solutions.
3. We will **provide advisory services** to member organisations and their partners who are planning to utilise digital solutions in their activities. Fingo's team of experts both in Finland and East Africa continue to work closely with the civil society actors.

¹⁴ <https://digitalprinciples.org/>

¹⁵ The portfolio contains a selection of tried and tested technology solutions which have been found useful for development NGOs. It aims to lower the threshold of finding and adopting useful technology solutions into CSOs work. <https://www.fingo.fi/powerbank/technology-solutions-portfolio>

OUTPUT 2.3. The possibilities and capacities for Finnish CSOs to establish dialogue and strategic partnerships with public, private, civil society and other social actors have been strengthened

The 2030 Agenda calls for partnerships to achieve the SDGs, and the government of Finland actively encourages establishment of partnerships among CSOs, but also beyond the development sector. Partnerships should be seen as a tool to achieve results and at their best to advance shared value. Majority of CSOs are actively seeking opportunities for cooperation. There are, however, multiple challenges that affect engagement, cooperation, and establishment of partnerships. These include lack of information on the potential partners, mismatch between stakeholders' operation models and objectives, limited funding, and human resources to take advantage of new partnership opportunities and insufficient skills to build consortiums between different actors.

As a platform for almost 280 Finnish CSOs and a member of several strong international, EU and national networks, Fingo will **serve as a team-builder for consortia between different actors** and sectors and improve understanding of the need for a systemic change and cooperation towards sustainable development. Fingo already **has several thematic networks and working groups** (such as the global education network) which plays a role for matchmaking, information sharing, joint advocacy, and learning. That kind of mechanisms have created common projects and activities, and efforts for building partnerships will continue in this programme.

At the moment, quite many CSOs collaborate with academia, public sector, and companies in their work in Finland, but when it comes to field of development cooperation there is far less collaboration. Even with a clear need and willingness to find a private sector partner, finding a feasible candidate among the multitude of companies in Finland can be a daunting task for CSOs. The same applies to companies seeking CSO partners. Also, estimating corporate partnership regarding the development impact, the social, financial, environmental sustainability, and feasibility from CSO point of view requires expertise.

Powerbank aims to reinforce a web of support in East Africa by increasing the capacity of CSOs and their local partners to help creating a culture of innovation, utilise digital solutions in order to improve the impact of their work and strengthen the collaboration between the various stakeholders including public sector, academia, other CSOs, entrepreneurs and investors in the ecosystem to build new and improved digital innovations and funding for CSOs; ultimately supporting their contribution to sustainable development goals. Close collaboration and link to Finnish country programme in Kenya will be taken into account.

We will address these challenges and strengthen CSOs' abilities to establish partnerships in a systematic manner through the following activities:

1. **Providing matchmaking services between actors in civil society and other sectors** in collaboration with our partner network
2. **Developing guidelines to support forming sustainable and equal partnerships**
3. **Sharing best practices and lessons learned** in areas such as private sector engagement, local private sector development, and corporate responsibility
4. **Carrying out trainings and capacity building** to support partnership development
5. **Developing new concepts and services to enlarge funding opportunities**
6. **Investigating and developing ways to build local portfolios for impact investments** to "bridge the gap" between CSOs' programmes and impact investors, such as FCA Investment Ltd.
7. **Encouraging Finnish diaspora organisations** in collaboration with other CSOs and other actors.

OUTCOME 3. Public commitment to sustainable development has been increased

The public also have a moral duty-bearer role in relation to sustainable societies. Global responsibility and policy coherence are key principles in the implementation of sustainable development. Decisions made in different policy areas and different administrative branches significantly impact the reaching of goals not only domestically but also globally.

Public discussions on global issues should not only involve a limited number of actors like decision makers or CSOs but these topics should be widely discussed. Opinions, assumptions and attitudes of the general public are essential in creating pressure for societal change and for policymakers to take sustainability, human rights and global justice into account in all decision-making. **Awareness raising, citizen engagement and global citizenship education are fundamentally important tools to empower people not only to understand but also to act for more peaceful, sustainable, and just societies.** As a part of the programme planning process we have identified several changes and trends in the operating landscape that have an impact on CSO's work. **The communication atmosphere is getting harder worldwide.** The Covid-19-pandemic has caused more serious problems to open communications and freedom of speech. Citizens' fundamental rights has been restricted by appealing to the threats caused by the pandemic and spreading dis-, mis- and malinformation has become a significant global challenge.

Global justice and sustainable development from the perspective of developing countries as well as global interdependence are given **insufficient coverage in the Finnish mainstream media.** Global value chains, climate change, pandemics and other phenomena are all at the same time global and local. To increase the interest and engagement of the larger public, there is a need to widen the scope of communication. For example, while authorities focus on official communication of their respective administrative branch, individual CSOs often concentrate on communication and fundraising around their own priority themes and activities. There is a gap in sharing more comprehensive, diverse, reliable and clear information on global topics and often difficulties to reach wider audience outside the bubble of already very committed people.

Continuous real-time communication possibilities and the multiplication of information has created a new reality to which CSOs also need to adapt their work. People's individual influence continues to grow with new communication technologies, which means ongoing competition of media users' time and attention. It is also foreseen that in the post-pandemic world people are looking for ways for more sustainable lifestyles. There is a growing desire to influence and make meaningful choices in daily lives.

At the same time civic **activism is changing its shape.** Instead of being members of registered associations, people increasingly act through their own informal networks. Young people in particular find the traditional advocacy channels too rigid. Therefore, it is obvious that in this constantly changing operating environment, also CSOs need to have new skills to communicate and educate, utilise new technologies and to offer inspiring opportunities for people to act.

To ensure a sufficient and significant level of public commitment to sustainable development, awareness alone is not enough. According to the United Nations Educational, Scientific and Cultural organisation (UNESCO), **a change is needed in the level of knowledge and thinking skills, but also in values, attitudes and behavior.** Global Citizenship Education aims at empowering learners of all ages to assume active roles locally and globally in building more peaceful, tolerant, inclusive and secure societies (UNESCO definition). This is also strongly supported in Target 4.7 of the 2030 Agenda, which states that by 2030 all learners should acquire the knowledge and skills needed to promote sustainable development, among others through education for sustainable development, human rights and global citizenship. Fingo's approach to Global Citizenship Education takes its starting point in Target 4.7. of the 2030 Agenda, and recognises the importance of building bridges between the different types of transformative education encompassed in the Target.

A global citizenship approach recognises our world as an increasingly complex web of connections and interdependencies, a world in which our choices and actions have repercussions for people and communities locally, nationally or internationally. With a focus on values, global citizenship education aims at changing actions through creating spaces for critical reflection. It enables people to think critically, to see things globally, while acting locally, and to make informed decisions that are coherent with sustainable development. Implementation of this outcome area too are guided by HRBA, systemic change and use of Collective Leadership Compass as approaches.

As a communication platform too Fingo has a natural role as a

- Coordinator and collective voice of development CSOs,
- Provider of comprehensive information about the sector and an organiser of inspiring events,
- Platform for learning and networking between CSOs and the general public.

In the light of the global trends related to communication, Fingo considers that there is a huge need for fact based, reliable and respectful communications. Fingo has **various communication channels and respected brands,** knowledge and good position as a platform of almost 280 CSOs to widen and deepen its communication activities. The channels, contents and ways of working will be developed to serve the programme objectives even better.

Through communication activities Fingo also strives to develop common attitudes and mindsets concerning global themes and challenges into more positive direction. **The aim is that more and more Finns would play an active role in promoting global justice and sustainable development in their own lives.**

This programme builds on our earlier experience and feedback regarding communications and events received from donors, Fingo's member organisations and other partners. On the next page we have summarised the main recommendations and our responses in the programme.

Table 6: Evaluation recommendations on communications and Fingo's responses

| Recommendations from donors, Fingo's member organisations and other partners | Response in the programme |
|--|---|
| <p>The coverage of global issues, especially from the perspective of developing countries, in media and public debate must be increased.</p> <p>The 2030 Agenda advocacy work must be mainstreamed in all communications and the LNOB-principle needs to be emphasized.</p> | <p>Increasing media work and building partnerships and co-operation with mainstream media. (output 3.1.)</p> <p>Developing strongly Fingo's own journalistic media <i>Maailman Kuvalehti</i> to cover comprehensively the topics related to sustainable development and to reach new target groups with it's clear and humane style. (output 3.1.)</p> |
| <p>New target groups must be reached, and new advocates acquired.</p> <p>Open and respectful communications must be increased, and people encouraged to burst out of their likeminded bubbles.</p> <p>New models for formulating opinions with members must be developed.</p> | <p>Active experimentations of new media formats and channels to reach wider audience and to improve the commitment to the messages. (output 3.1.)</p> <p>Participating actively in conversations in social media channels. (output 3.1.)</p> <p>Training fact correctors who react when fake news is written on global topics. (output 3.2.)</p> |
| <p>The events must be utilised more in awareness raising.</p> <p>New inspiring experiences and possibilities to act for global justice and sustainable development must be offered to event visitors.</p> | <p>Developing Fingo's event concepts <i>World Village Festival</i> and <i>Market of Possibilities</i> to concentrate more powerfully on the chosen theme in the field of sustainable development and to reach more people around Finland via local events and online programme. (output 3.1.)</p> <p>Building collaboration with international events. (output 3.1.)</p> |
| <p>Systematic co-operation with Fingo's member organisations must be increased.</p> | <p>Building systematic co-operation with Fingo's diverse member organisations in planning and implementing communications activities such as joint campaigns and events. (output 3.1., 3.2., 3.3.)</p> |
| <p>Learning possibilities with good quality-price ratio on the current topics, methodologies and tools related to communications, global citizenship education and foreshadowing the futures are highly appreciated.</p> <p>Inclusivity and accessibility are key principles to Fingo's communications and events.</p> | <p>Offering versatile possibilities for training, peer-learning and exchanging the best practices for CSOs. (output 3.2.,3.3.)</p> <p>Making sure that everyone is able to join and feels welcome in Fingo's events and communicative activities. This means securing the accessibility to all physical events but also in digital places including websites, lists etc. Attention needs to put on also in language used (output 3.1.,3.2.,3.3)</p> |
| <p>GCE requires the perspective of lifelong learning. We must collaborate and investigate, together with CSOs and other actors, new innovative ways to address wider audiences and extend GCE initiatives to all sectors of life-long learning.</p> | <p>Acting as a catalyst for cooperation in reflection of the goals and values of GCE and progressing the implementation of the SDG target 4.7. (output 3.1.,3.2.,3.3)</p> |
| <p>Better mainstream of GCE in advocacy and communication work.</p> | <p>Using GCE methods but also HRBA and Collective Leadership Compass as tools to improve communication work and implementation of events. (output 3.1., 3.2., 3.3.)</p> |

OUTPUT 3.1. Fingo's communication and events have reached wide audience and raised interest in sustainable development and civil society's role in it

Solving global challenges is possible only through shared action. Successful cooperation requires a foundation provided by reliable, varied and clear information to raise awareness and interest as well as encourage the policy makers, authorities, private sector and individuals to further global justice and sustainable development. Open and respectful interaction is also needed – to make changes happen, people must burst out of their likeminded bubbles.

Every person is nowadays a communicator. The technological devices and software have increased the connectivity around the world. That has changed the role of traditional media heavily but also affects the role and capability of CSOs to get their voiced heard. With creativity and good communications skills, it is possible to step up from the crowd and get the attention, but often collaborating with a group of organisations makes it easier. That's why new partnerships and coalitions are necessary to establish.

According to the report by the Finnish Innovation Fund Sitra, Media-related advocacy in societies¹⁶ resilient and collaborative networks enable a wide range of ways of influencing and forms of power. Strong are those actors who are cooperative and have social capital on which to build and develop networks according to their specific needs: both short-term around a particular topic and more long-term. The ability to inspire is power.

It is clear that the visibility of sustainable development and information spread via various media should be increased, but also different campaigns and events offer experiences and a sense of community, which inspires joining for action. In its role Fingo is able to bring CSOs together and pursue new target groups with joint content.

According to the recent opinion poll by the Ministry for Foreign Affairs¹⁷ 78% of Finns consider development cooperation very or quite important. The percentage is still high but has decreased significantly from the 89% of 2019. This also justifies the need for creating new ways to get larger groups attention and increase their awareness through multi-channel communication and partners.

As one of the largest annual festivals in Finland and as the largest event concentrated on the work of CSOs, **World Village Festival** is a highly significant channel to promote sustainable development and highlight global themes. The festival is also a multi-level platform of building new partnerships and co-operation from single individuals visiting the event to decision-makers, authorities and private sector. There are various possibilities to build partnerships around the events. In addition to CSOs, authorities and private sector actors can participate in producing content to the event, build new contacts and networks and express their commitment to sustainable development.

Markets of Possibilities inspire people around Finland to influence and act for a fairer world. In the market events local CSOs and other organisations engaged in development cooperation and global citizenship education as well as environment, sporting, child, youth, cultural, social and health organisations, businesses and labour unions gather to present their activities and global themes. There are approximately 20 market events arranged every year at different locations in Finland. The events are free and open for everyone to join. Markets of Possibilities have similar potential in the local level as World Village Festival, and Markets will be developed to be used even more effectively as a tool to raise awareness and inspire people to act for sustainable development outside the capital area.

16 Ikäheimo, H.-P. & Vahti, J. Mediävälitteinen yhteiskunnallinen vaikuttaminen (2021). Sitra.

17 Neljä viidestä suomalaisesta pitää kehitysyhteistyötä edelleen tärkeänä (2020). Ministry for Foreign Affairs. https://um.fi/tiedotteet/-/asset_publisher/ued5t2wDmr1C/content/nelj-c3-a4-viidest-c3-a4-suomalaisesta-pit-c3-a4-c3-a4-kehitysyhteisty-c3-b6t-c3-a4-edelleen-t-c3-a4rke-c3-a4n-c3-a4

The aim of the events, especially World Village Festival, is also to deepen the partnerships and produce ongoing and sustained added value for all actors joining the event cooperation. From a one-weekend solution we are heading to long-term partnerships to work together for sustainable development and a just world.

Fingo's communication and awareness raising work will focus on the following priorities:

1. **Focusing on the programme priority themes:** sustainable development and the 2030 Agenda, civil society space, sustainable economy, climate justice, funding landscape and the results of development cooperation, especially the results of the Finnish CSOs' work.
2. **Collecting systematically data on Fingo's members work on sustainable development and the 2030 Agenda, visualizing it and using widely.**
3. **Developing media relations especially outside the capital area and working actively with Fingo's members** operating in other parts of Finland to expand the geographical coverage and visibility of global themes mentioned above.
4. **Developing Fingo's own media Maaileman Kuvalehti and experimenting with new media formats and channels to reach new target groups.**
5. **Building new local, national and international partnerships** with Fingo's member organisations, other CSOs, media, authorities, events, private sector partners and individual influencers.
6. **Developing Fingo's event concepts *World Village Festival* and *Market of Possibilities*** to support more powerfully the awareness raising on sustainable development, to widen the geographical coverage of messages spread and to inspire people to act for sustainable future.

OUTPUT 3.2. Communications and global citizenship education competence of MOs have been strengthened

As has been mentioned earlier, the operating environment of CSOs is changing rapidly, and the competition of the target audiences' time and interest is getting harder. Therefore, new competences are required for CSOs to make insightful contribution to the coverage of global issues in the Finnish society and media. The reinforcement of public trust is important for civil society to fulfil its mandate to be a relevant actor in the 2030 Agenda implementation.

Communication approaches and ways to reach target groups must be continuously developed in the changing operating environment. To be able to reach their objectives set, CSOs must be capable of responding to the emerging trends as well. For example, the increasing influence of talented speakers and the shrinking role of the written word, particularly amongst younger target audiences, call for communicators to be constantly alert and develop their competences. The need for communication that is delivered through multiple channels and is diverse in terms of content and delivery is growing further. It is also crucial that CSOs learn to carefully examine the material (such as texts, photos, videos) used in terms of images and attitudes to avoid reinforcing stereotypes about the "Global South".

To encourage people to act for sustainable development in their own daily lives, it is essential for CSOs to actively use the methods of global citizenship education such as, methods that relate to the multiple realities of the world, act towards systemic and critical understanding, are based on personal experience, and involve cognition, emotion and action. Engaging our audience means motivating them to change their behaviour to work towards achieving the SDGs. In order to have an impact on people's behaviour, CSOs need to address their

underlying intentions, values and attitudes. By strengthening these competences CSOs are able to have a deeper impact on the public opinion and convince the audience on the importance of solving global challenges together.

Fingo's work on strengthening CSOs competence in communications and GCE will focus on the following priorities:

1. **Strengthening CSOs ability** to take new communication approaches, technologies, and channels in use.
2. **Strengthening ability to raise the voice of developing countries** for example by using modern and equal visual material and storytelling methods.
3. **Training CSOs to be fact correctors** who react when fake news is written on global topics.
4. **Futures foresight on trends** related to communications and event sector.
5. **Using Collective Leadership Compass and HRBA** as tools to put systemic change in practice.
6. **Mainstreaming transformative, critical global citizenship education, with attention to the CSOs' own practices** (values and frames, power analysis, post-colonialism etc.).

OUTPUT 3.3. Various actors have received information on the fundamental role of global citizenship education in achieving the 2030 Agenda

Delivering on the 2030 Agenda requires active citizens, who take their own responsibility but hold decision makers accountable. The current global challenges underline that we need a transformative change that refines our values, and the relationship between human beings and nature and those between societies. Due to the Covid-19 pandemic more and more people are beginning to understand how their private and national matters are interlinked with global challenges such as growing inequality, climate change and biodiversity loss.

Fingo acts as a platform for CSOs and other actors, such as academia, institutions and private sector, to discuss and work together to find innovative and effective methods for engaging citizens with the SDGs. We will **study together CSOs' communication and global citizenship education efforts targeted to different groups, and find ways to address other audiences**, for instance in partnership with the informal and non-formal education sector, such as adult education and youth work. GCE requires the perspective of lifelong learning. As global interdependence increases, also GCE grows in importance. Fingo can act as a catalyst for partnerships and consortia for national and international cooperation also in this area.

The goals and values of GCE need to be reflected in the objectives and practices of policymakers, CSOs and communities. GCE should be extended beyond formal education and become a core part of all forms of learning and education. The legislation regarding adult education and Youth Act play an important role in extending the education for active citizenship to the non-formal education sector. However, **stronger political leadership and a more strategic approach is needed to integrate GCE in all education and learning and to ensure action for implementing the 2030 Agenda target 4.7. in the society at large.** Fingo will work together with its members and international networks to **advocate GCE to authorities and decision makers in Finland, in the EU and internationally.**

Fingo's actions for GCE will focus on the following priorities:

1. **Raising awareness of a holistic understanding on the 2030 Agenda and target 4.7.** amongst Fingo's member organisations and partners

2. **Encouraging CSOs to take more elements and approaches of GCE on their work**
3. **Collaborating with interested partners on GCE in life-long learning**
4. **Searching with CSOs and other actors' new innovative methods, that combine communication and education, to engage citizens to transformative change**
5. **Progressing the implementation of the SDG target 4.7. in Finland, EU and globally, together with Bridge 47 network.**

4.4 Overview of key partnerships and networks in this programme

One way to promote Fingo's goals is networking. Fingo is engaged with **more than 60 Finnish, European and international networks.** Fingo naturally selects networks which promote its objectives or otherwise provide us an important added value, such as, increased expertise, creation of important contacts or increased leverage to further our own goals. We also consider learning as an important motive to belong networks. Learning happens in two-ways; we can give as well get a lot. In some networks Fingo has taken leadership role in topics we have deep expertise. Joint work in networks also contribute a lot in achieving the impact of this programme.

Approximately half of Fingo's current networks are domestic and other half European or international networks. At the moment, nearly 40 out of the more than 60 support the themes of Fingo's advocacy work: sustainable development, climate justice, corporate responsibility, development finance, development policy and cooperation in general, as well as a sustainable economy. In addition, Fingo can also maintain a broader networking, for example by paving way to member organisations' wider networking or by delegating Fingo's representation tasks to its members.

The importance of networks and arguments supporting their selection are assessed once a year in the network screening as part of the annual planning process. The screening results reveal that some of the networks are vital for Fingo given their strategic or operational importance. This cluster could be called Fingo's core networks, in which Fingo invests more of its own resources and which Fingo prioritise for its more intensive participation at the expense of other networks.

The core networks consist of two types: permanent and the temporary ones, of which the latter networks are important to Fingo for a shorter time period. The permanent core networks usually relate to the topics or long-term processes that remain on Fingo's agenda for at least over its strategy period (4-5 years or even longer). Typical topics are related to development funding, sustainable finance including trade, foreign investments, corporate responsibility or taxes, the state of civil society and its enabling environment and global citizenship education. Short-term networking is typical in the lobbying and campaigning work, according to how the windows of opportunities open and the political will for change reaches the critical momentum.

It is also typical for a platform such as Fingo, that invitations to **represent the entire field of CSOs in national or international committees or working groups set up by public authorities or other actors.** These are committees as Finnish Development Policy Committee, National Commission for Sustainable Development, Climate Policy Round Table and many thematic working groups under several ministries.

Yet internationally, national platforms are not unique but have equivalents in other countries. National platforms and their members, across Europe and globally, address similar issues and face similar challenges. That's why **CONCORD in Europe and FORUS as a global platform are our most important partners.**

CONCORD is the European confederation of relief and development NGOs, with 28 national platforms, 24 networks and four associated members. CONCORD is the main interlocutor with the EU institutions on development policy, and together with its members, and members of members, works to ensure that European policies promote sustainable economic, social and human development, addressing the root causes of poverty, based on human rights, gender equality, justice and democracy. Fingo holds a CONCORD presidency position and actively participates in several working streams (development funding, inequalities, policy coherence for sustainable development, global citizenship education, gender) and contribute to common communication work. The membership of CONCORD supports Fingo in its advocacy work at the EU-level and help pursue the programme goals 1.1, 1.2, 1.3 and 1.5 under the outcome nr. 1.

FORUS is a global network of 69 national NGO platforms and seven regional coalitions from five continents (including CONCORD from Europe). As a legitimate catalyst and representative of the voice of civil society worldwide, FORUS works to strengthen the capacities of civil society to ensure the effective and efficient participation of civil society, and advocates for better resourcing of civil society and defends an enabling environment for CSOs. Fingo has mainly focused on governance and advocacy work so far. There are many opportunities for capacity development. The involvement in FORUS supports Fingo's work on the programme goals 1.1, 1.2 and 1.3 and furthermore; the goals 2.1 and 2.3 under the first and second outcome.

We are partners in the following networks:

- **Bridge 47 network** brings people together from all over the world and opens opportunities for them to advocate, network, learn, build coalitions and exchange ideas, experiences and best practices around SDG 4.7. and transformative education, including Global Citizenship Education. For the first time in the global context, target 4.7. of the 2030 Agenda recognised how important it is for learners of all ages to have the knowledge and skills needed to act for sustainable development. Bridge 47 was created to coordinate our efforts in responding to this challenge. It is made up of representatives from CSOs, researchers, policy makers, activists, private sector and educators. Through the network, people from these different areas can find common ground, exchange knowledge and even find opportunities collaborate. One important area for joint work is advocacy at global and European levels. Fingo has played a key role in building the network and leading its advocacy work. Fingo's central role in the Bridge 47 supports Fingo to pursue its programme goals 1.3, 1.5 and 3.3.
- **CIVICUS** is a South-African based global alliance of CSOs and activists dedicated to strengthening citizen action and civil society throughout the world. In addition, CIVICUS is a platform that brings CSOs, civil activists and youth groups together to find and pursue joint action for a stronger civil society. One of the key Fingo's interests in CIVICUS is to use its capacity building services and learn about the state and space of the civil society worldwide. Fingo has been a member of the Affinity Group of National Associations (AGNA) which foster greater cooperation across national and regional boundaries, including innovating new ways for CSOs to collaborate. Fingo will be, together with SOSTE, the other Finnish AGNA member, part of AGNA's Mobilising Domestic Resources project that seeks new funding sources to Fingo and its members. The AGNA membership and links with CIVICUS are closely linked to the programme goals 1.1, 1.4 and 2.1.
- **SDG Watch Europe's (SDG WE)** is a European network bringing together different thematic CSOs in Europe interested in collaboration to advocate and support EU institutions and Member States to implement the 2030 Agenda. It's aim is to drive and shape policymaking to ensure a central role for civil society in the implementation of the SDGs and hold institutions accountable. Fingo has contributed a lot to SDG WE's advocacy work, less so far on monitoring, campaigning and innovations. Fingo's research and EU level advocacy plan will serve as a roadmap for common advocacy work. The cooperation with the SDG Watch Europe promotes Fingo's programme objectives 1.1, 1.2 and 1.4.
- **Eurodad** is a civil society network advocating for democratically controlled, gender-just and human rights-

based financial and economic systems. It's working for transformative yet specific changes to global and European policies, institutions, rules and structures to ensure a democratically controlled, environmentally sustainable financial and economic system that works to eradicate poverty and ensure human rights for all. Key topics for us are tax justice and development finance. Eurodad has been one of the core networks for several decades and support Fingo's work with programme goals 1.1, 1.2, 1.3, 1.4 and 1.5.

- **Climate Action Network Europe** promotes sustainable climate, energy, and development policies throughout Europe. It is a European branch of Climate Action Network International (CAN international). CAN-E wants to influence the design and development of effective climate change policy in Europe, both in the European Union as well as in European countries outside the EU. Key aspect of the work is to influence decision-makers at the heart of Brussels while supporting our diverse network of members to campaign from grassroots up to governmental level in Members States. (outputs 1.1., 1.2., 1.3., 1.4.)
- **Finnwatch** is a well-known and influential Finnish NGO which promotes ecologically, socially and economically responsible business conduct by influencing companies, economic regulation and public discourse. Fingo is a member organisation of Finnwatch and holds the seat of vice-chairperson at present. Fingo will continue in the new programme period its close cooperation with Finnwatch on tax justice and corporate due diligence, especially in relation to processes to reach and implement binding legislation at the national and EU level. (output 1.5)
- Fingo coordinates the **Global education network**, which currently includes more than 100 organisations. Fingo bolsters organisations' operational requisites by offering organisations training and interest supervision. It also encourages the cooperation of organisations and other actors. In Fingo, we use nowadays the term global citizenship education. This network still have global education network as a name but global education in network is understood widely as an activity guiding people's joint responsibility worldwide. The substance of the global education network includes the topics such as human rights, sustainable development, diversity, peace, media, and environment. The network's actors have collaborated in influencing, supporting education and training professionals, collaborating with textbook publishers, developing their own expertise using peer learning methods and researcher cooperation, and participating in strategically relevant events. The network also has strong ownership of school projects coordinated by Fingo. (output 3.2,3.3)
- **Sivis Study Centre** is a nationwide adult education provider, maintained by the Association for Educational Activities (AEA), and organising education and training to member organisations. Sivis is an institute promoting non-formal adult education, which include courses, lectures, study groups and projects. The main argument for Fingo's membership with Sivis is to support the comprehensive and qualitative development of learning activities in Fingo. (output 2.1)
- The eOppimiskeskus (**The Association of Finnish eLearning Centre**) is an independent national association promoting sharing of knowledge, best practices and quality in e-learning. The centre distributes information and perform as a contact surface for partner finding in Finnish e-learning market. The membership with the eOppimiskeskus strongly supports the implementation of Fingo's strategic objective that encourages Fingo and its member organisations to renew themselves amidst the significant changes in development cooperation and external environment. The key aim is to continue the partnership, where digital learning can be developed in Fingo and its member organisations. (output 2.2)
- **Scanning the Horizon** address the need for collaborative trend analysis together with members including international CSOs, national CSO platforms, and private sector companies. Feedback from Fingo's member organisations in the most recent membership survey (February 2021) and strategy planning consultation last spring was that Fingo needs to produce information and provide tools on how to cope with the complex world and less predictable future. In 2020, Fingo launched new initiatives to explore together with the

member organisations how to identify trends which will ultimately affect their work and relevance in the future. Futurists, strategists, trend analysts, organisational learning and research specialists form a **cross-sector community of experts and practitioners** to share insights, explore key trends and develop relevant strategies are activities which Scanning the Horizon offers (output 2.1)

- Fingo's current **Powerbank** programme is strongly based on networking in Africa and Finland. The networks provide expertise, funding opportunities, visibility, guidelines, alternative perspectives, research, and additional human resources for Powerbank and member organisations. These partners are contributing to this programme:
 - **Aalto University** Students from Aalto's School of Business will collaborate with Fingo as part of various course activities, including group projects as part of multiple classes and as master's thesis topics. Additionally, members of Aalto's faculty will support Powerbank by providing ad-hoc expertise (presentations on business models in development) for the participating CSOs and Fingo in Finland. (output 2.1 and 2.3)
 - **Ambitious Africa** A student-led network and movement that supports initiatives and start-ups on education, entrepreneurship, and entertainment. Powerbank and Ambitious Africa collaborate especially in Eastern Africa and match expertise of NGOs, start-ups and innovation hubs. (output 2.2 and 2.3)
 - **Finnpartnership** is a business partnership programme financed by MFA and managed by Finnfund. Finnpartnership aims to generate positive development impacts by promoting business between Finland and developing countries. Fingo is co-organising SDG Booster workshops for companies, CSOs, and other interested parties in collaboration with Finnpartnership, UN Global Pulse, Education Finland and Business Finland. (outcome 2/output 2.3)
 - **Sahara Ventures'** mission is to build a sustainable innovation and technology entrepreneurship ecosystem in Africa (Tanzania). Sahara Ventures has been running innovation and acceleration programmes (programmes to support the growth of ideas and early-stage start ups and social enterprises) in partnership with different organisations as part of its impact acceleration programmes. (output 2.3)
 - **Team Finland** network provides businesses with a service chain, ranging from advice services to funding. The network offers tailor-made service packages for companies' internationalisation needs based on the services provided by the network actors. Powerbank collaborates with Team Finland especially in Kenya to link local CSOs and Finnish companies for matchmaking and partnership opportunities. (output 2.3)
- Fingo's communication and especially its own media, Mmailman Kuvalehti, work with a **large group of individual journalists and photographers both in Finland and globally**. They contribute widely on global issues from human perspectives. The communication professionals at Fingo's member organisations and CONCORD and FORUS are also important actors in common media work (output 3.1.)
- World Village festival is a member of **Finland Festivals network** which brings together the finest festival experiences in Finland, providing music for all tastes, together with the most fascinating dance, theatre, literature, visual art, film and children's cultural events. Another important network for the festival is WOMEX (Worldwide Music Expo) as the most international music meeting in the world and the biggest conference of the global music scene, featuring a trade fair, talks, films and showcase concerts. (output 3.1.)
- Fingo also builds tailor-made media relationships in its events based on the current theme. We are **partnering with journalists, photographers, social media influencers and media companies** to find common interest around the current topic of events.

5.

Implementation of programme



5.1 Programme management and performance

Fingo pursues a transformative change. **The set impact and outcomes are deliberately ambitious, as we want to achieve a system change at structural, relational and transformative levels** (see chapter 1.4). We aim to influence all these three levels with the chosen actions and identified actors. However, it is clearly a challenge to reach the outcomes in a short or medium term. Political and societal changes together with changes in people's mindsets and attitudes may take many years and even decades. It is also well acknowledged that the desired impact of the programme depends on many actors, with whom we have an indirect contact. Clearly, the ultimate beneficiaries of the programme are CSOs and the people in developing countries they represent. However, we influence these CSOs mainly through our member organisations and indirectly through political decisions that aim at creating an enabling environment for them all to act and operate.

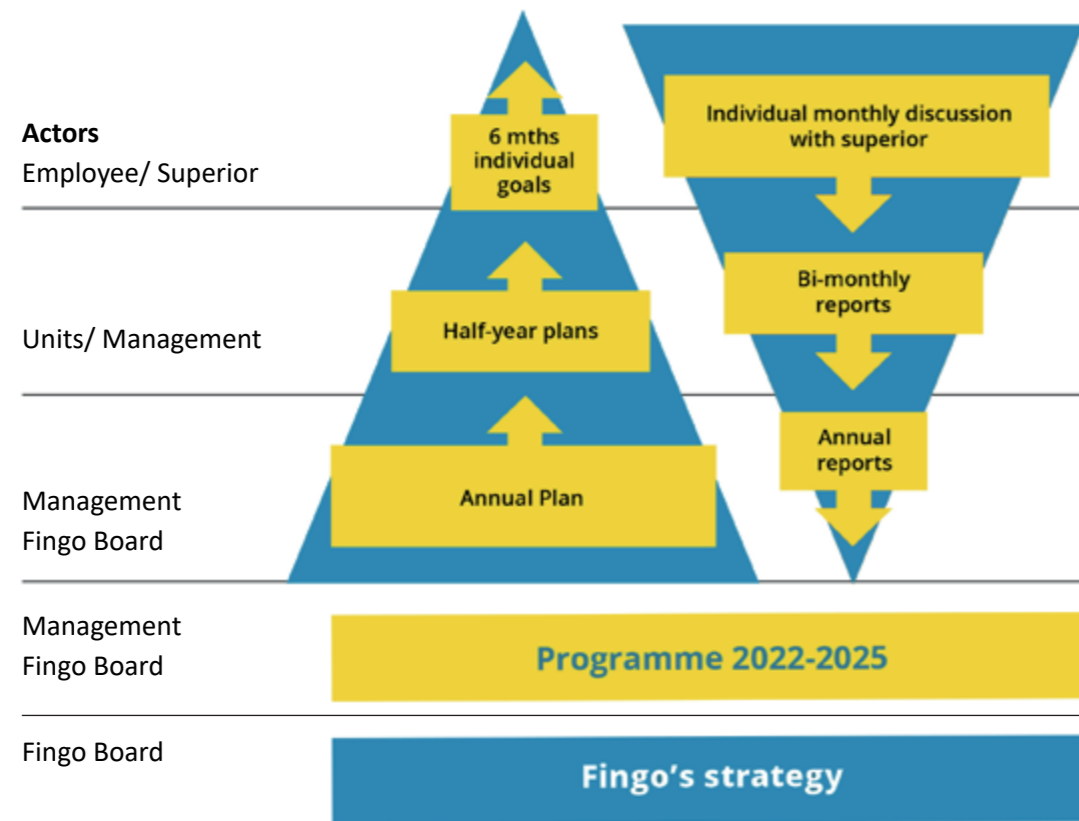
Considering the complex and dynamic environment where we pursue this transformative change, the programme Theory of Change (chapter 1.4.) therefore reflects a degree of flexibility. In order to track progress and the needed adjustments towards the outcomes and the impact, a comprehensive Result-Based Management (RBM) system together with a Monitoring, Evaluation and Learning (MEL) plan (see annex 2) have been developed for this programme. These will allow to monitor progress and adapt our plans and operations when necessary, e.g. in case of prolonged covid-19 pandemic or other changes in operating environment. While the current management system is built on result chain approach we are aiming to develop the PMEL-system with approaches that take better into account the dynamism of systemic change. The continuous development of the result-based management especially towards adaptive management will benefit from evaluation of the PMEL systems that will be conducted by the end of 2021.

Fingo uses the performance management model which is based on the Results-Based Management in Manual for bilateral programmes of MFA¹⁸. Fingo's performance management ensures the implementation of the overall operations and its development goes to the desired direction. Key elements of results-based management (RBM) in Fingo are 1) inclusive and proactive setting of objectives in anticipation of changes in the operating environment, 2) management and adaptation of activities based on results, and 3) systematic and inclusive monitoring and evaluation of the activities and achievement of the outputs and outcomes set. The results matrix provides a logical framework which articulates the change that Fingo seeks, details key indicators that demonstrate the desired change and displays baseline and target data to chart progress towards the programme goal.

The different phases of the process and roles of actors are specified in the internal process descriptions of the RBM system. Actors include Fingo's Board (consisting of member organisations), the management as well as all units and staff members. Fingo's budgetary planning and reporting is done in accordance with the programme goals (i.e. outcomes, outputs). Planning and reporting responsibilities are discussed in more detail below.

¹⁸ Manual for bilateral programmes (2018), Ministry of Foreign Affairs of Finland

Figure 7: Planning and reporting in Fingo



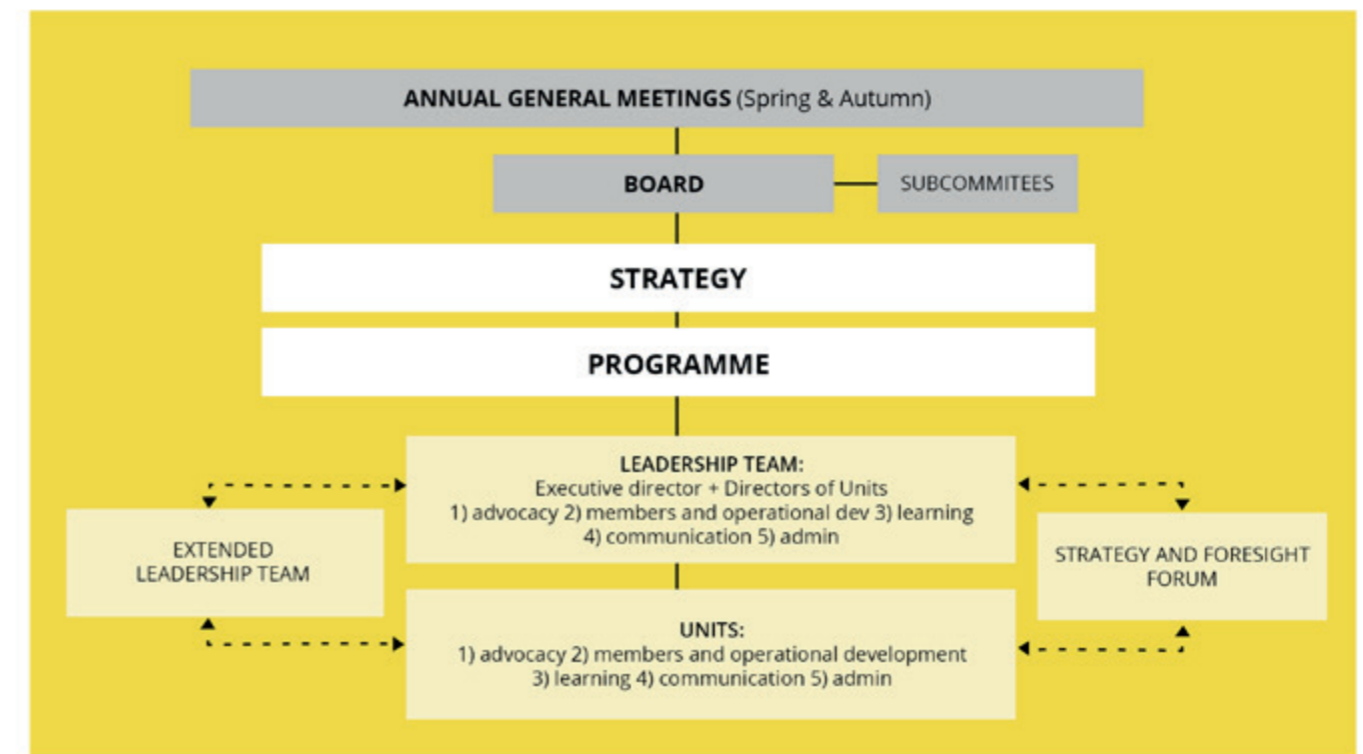
Organisation

For the programme implementation, operations are divided in five units. The advocacy unit is responsible for the advocacy activities in Finland, the EU and globally, including analysis and international relations in advocacy (outcome 1). It is led by director of advocacy in close cooperation with the director of sustainable development. The members and operational development unit is responsible for member relations, operational development, private sector cooperation and Fingo Powerbank (outcome 2 and organisational development). Learning unit organises most of Fingo's learning events, advice and eLearning (outcome 2), and coordinates the global education network, advocacy together with advocacy unit (output 3.3) and Markets of Possibilities network (output 3.1). The unit also coordinates all PMEL processes in Fingo. Communication unit is responsible for Maailman Kuvalehti magazine, Fingo's several websites, social media channels and other communications. The director of communication is also leading the World Village Festival team. In administration unit, all financial, HR, IT and other administrative duties are taken care of.

All units are headed by director. They together with the Executive Director form the leadership team. An extended leadership team includes additionally Director of Sustainable Development, and it is used for discussing issues related to strategy, and its annual operational implementation. Strategy and foresight forum is a cross-organisation arena for bringing up issues related to strategic, enabling environment or other topics requiring cross-organisational discussion. This forum is open for all, and the leadership team members are present in the discussions. Another new cross-organisational arena called the 2030 Agenda group makes sure that systemic change and cross-organisational work to implement the 2030 Agenda internally happens. These two internal structures strengthen internal coherence and build interlinkages.

The highest decision making bodies of Fingo are the two annual General Assemblies in May and November, where member organisations make decisions and are represented. Spring Assembly approves the annual report and financial statement. General Assembly in Autumn elects the chair of the board and from 9 to 11 representatives of member organisations as board members for a two-year term. That Assembly also approves next year's action plan and budget. Fingo's board is responsible for overall strategic direction of Fingo.

Figure 8: Organisation structure

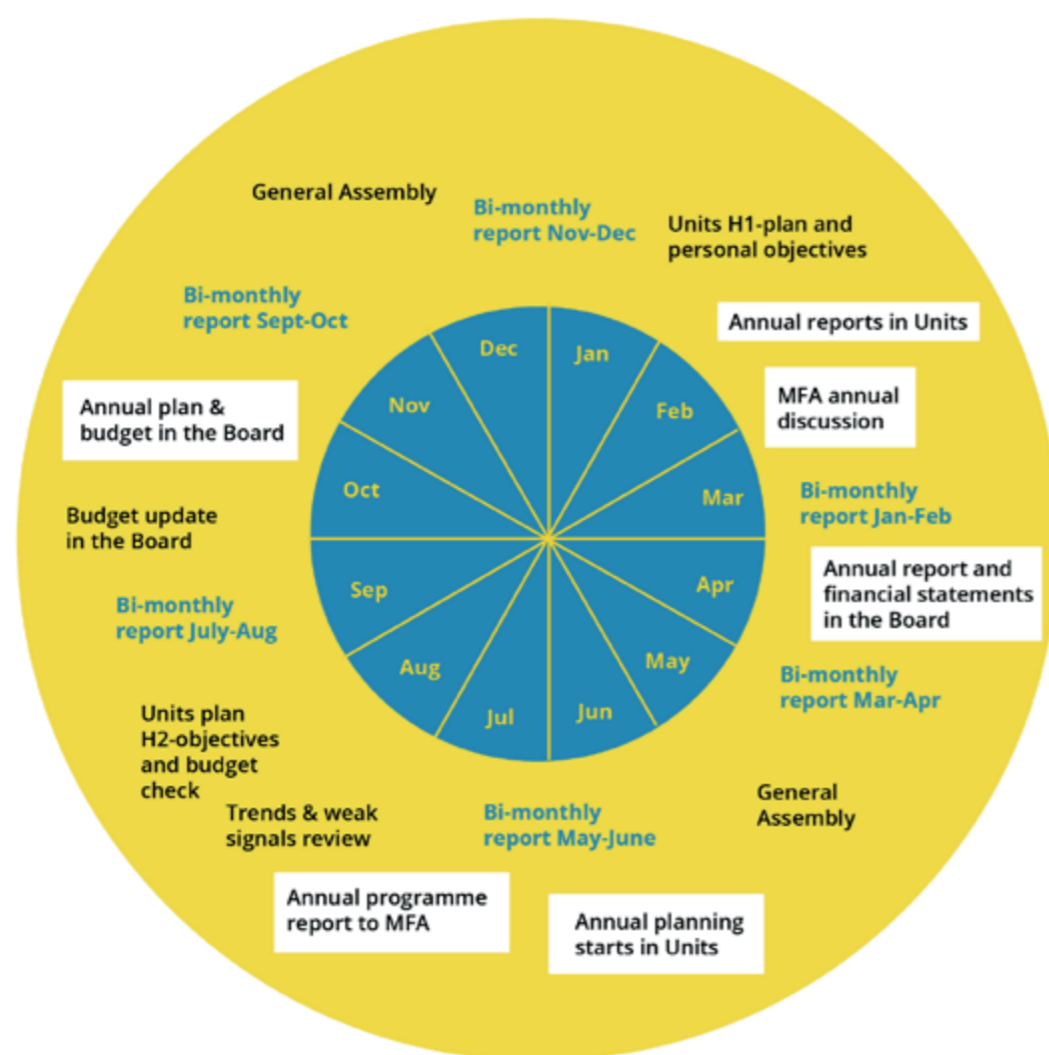


Planning, monitoring, reporting, learning and evaluation

The planning process includes annual and half-year plans that specify goals, activities, and budget for each goal. Planning is done on individual, unit and organisational level (see picture 7). Reporting is done, firstly, on bi-monthly basis to the management and to the board and, based on results and learnings in them, changes and adaptations can be made if needed. Secondly, half-year reflections on progressive results are done across the units. Thirdly, an annual report is made by each unit, based on analysis of the monitoring data and on learnings during the year, and it is examined together by the whole staff for shared learning. Learning from the results has a direct impact on short-term planning and development of activities as well as on longer-term annual and strategic planning. An essential part of the planning process is consultation with the members prior to the final approval of the member organisations in the General Assembly.

Fingo's RBM is based on transparency and learning. All staff has access to all documentation on planning, reporting and evaluating, to monitoring database and all data collected from the members. The futures foresight process that proceeds the annual planning is using the information from all units and its results are shared among the staff but also among the members. This way all data can be used for shared learning and planning whenever needed. As a peer-learning mechanism we also share learnings with members in thematic working groups and communicate and disseminate the results publicly. All annual plans and reports are shared in Fingo's website.

Figure 9: Annual planning and reporting cycle of Fingo



To assess the value of its work, Fingo carries out specified external evaluations and self-evaluation processes, including an evaluation at the programme level on its effectiveness, relevance, sustainability, and coherence. The evaluations are specified in a separate plan for the programme period (annex 2). A member survey is conducted every second year, but throughout the programme, different methods are used constantly to hear the needs and wishes of all member organisations, which all influence planning and self-evaluation of Fingo. Self-evaluating during bi-monthly and annual reporting, analysing the monitoring data and data from the members' and other stakeholders' feedback, as well as the external evaluations, compose a diverse system for learning and organisational development in Fingo. In addition, monthly meetings between a staff member and superior are used to monitor and discuss the progress of work with personal objectives. We continuously develop our culture of learning, where reporting processes would be used as possibility of reflection, learning and doing things better in future.

Fingo has adopted in 2021 the EFQM-Model, an internationally recognised quality management system for Fingo's organisational development tool. The EFQM-Model provides an evaluation and management framework that supports organisations in managing change and improving performance. The systemic self-assessment of the organisations key functions and mechanisms help us identify potential faults at an early stage and therefore to maximise Fingo's performance. The EFQM-based self-assessment is carried out regularly in conjunction with the annual planning process.

Organisational Capacity and Development

An essential part of our organisational capacity is to create an inspiring organisational culture and to develop the competence of staff to perform the tasks required for the achievement of programme outcomes. To build an organisational culture geared towards renewability, we are placing specific focus on creating and maintaining an experimental working mind-set and practices. This will help us in seeking and testing the best ways to tap the opportunities arising in the horizon. Developing an experimental way of working consists of two important elements – both the structures and processes that enable people to conduct experiments in their daily work, and the environment that fosters innovation, experimentation and thinking out-of-the-box including the necessary psychological safety to allow for failing and to learning from them.

Data and knowledge are key factors for any organisation. To be able to analyse and manage results there is a need for good quality data as well as suitable mechanisms for analysing, evaluating and communicating these results. Founding Fingo by merging two organisations (Kepa and Kehys), both with a history of many decades, into one entity has been a great challenge in terms of knowledge management. There is clearly room for further progress. Improving Fingo's knowledge management is therefore one of our key organisational development tasks during this programme period. With knowledge management (KM) we refer to data, information and knowledge, and to all key KM processes, i.e. knowledge creation, storage, sharing and application, which are clearly linked to our MEL system referred to earlier. On data management, the focus areas during this programme are as follows: segmentation of member organisations; data collection, management and visualisation of the information collected from members; and improving the usability and data management within the monitoring and reporting system. This internal development work will also directly contribute to the programme output related to improving the visibility of the CSO sector (see output 3.1.).

Our **Competence Development Policy** defines the ways to ensure a sufficient competence level in the organisation, to provide all employees with equal opportunities for maintaining and developing their professional skills and to encourage joint learning and sharing experiences in the workplace community. An Action Plan for Competence Development is produced annually.

The 2030 Agenda and changes in the external environment have pushed the development community to step outside the traditional territory to find new solutions. Our member organisations have given Fingo a clear mandate to stay ahead of the game and take higher-risks ventures to explore the uncharted waters.

Fingo as a national platform is also an example for its members. That's why we will give special **attention to the capacities and skills of staff to implement HRBA and transformative and systemic change**. One concrete example is disability inclusion. Collective leadership compass will be one of the key tools we are using. Interlinkages between all three outcomes areas are crucial to achieve the impact we are looking for and special attention will be given to making sure that activities made are taking account all those aspects. All that will then contribute to the ways of working with members and partners and will show transformative change in practice.

Strengthening systematic foresight work will contribute too to the objectives we have in this programme. Fingo will build also staff capacity in futures foresight, specifically horizon scanning, trend analysis and scenario-building. We will continue to further develop futures foresight practices based on the work during the previous programme period. The emphasis on improving and extending the futures foresight work responds to members increased demand and our strategic objectives. We need to renew ourselves in order to ensure our relevance in a complicated, quickly changing world that poses both new challenges and opportunities to the civil society. Every year, Fingo's staff will participate in horizon scanning and feed to joint analysis of trends and weak signals. In addition, also members can contribute to it. This analysis will then feed into Fingo's strategic and annual planning. In that way we believe planning will be better and look more closely into new possibilities that arise from the emerging trends.

Changing landscape of development co-operation (chapter 2.2., Global trends affecting civil society) gives background why Fingo has in its **competence development emphasis also development funding and impact evaluation criteria and mechanisms**. They are strongly interlinked as the change in funding schemes will also impact to the ways how to set the criteria and how to use criteria select and measure the most impactful areas for new sustainable investments. Fingo, together with its members and partners, must develop cutting edge knowledge and competence in this field and be active to influence foreseeable changes so that sustainable change can be reached in all three levels; structural, relational and transformative, in line with the 2030 Agenda and leaving no one behind commitment.

In 2022-2025, the priority areas for organisational development are as follows:

- Capacity related to the HRBA, systemic change, the Collective Leadership Compass and disability inclusion (Outcomes 1, 2 and 3)
- Experimental working mind-set, practices, and systematic foresight (Outcome 2)
- changing landscape on development funding and its impact to sustainable development (Outcomes 1, 2)
- Development on impact evaluation criteria and mechanisms at the EU and global levels, and relation to the changing development funding landscape (Outcome 1, 2)

5.2 Sustainability of results

The sustainability of results refers to the extent to which the achievements are likely to continue after external support has ended. Preconditions for any actor on sustainability includes the financial, economic, social, environmental, and institutional capacities needed to sustain net benefits over time¹⁹.

Sustainability of expected results of this programme can be considered in the light of the three key components that OECD recognises²⁰ as crucial for understanding sustainability, namely components of the **enabling environment, continuation of positive effects, and risks and trade-offs**.

Fingo's programme is grounded in sustainability starting from the impact level. We want to see positive changes in the **enabling environment** in the developing countries so that the civil society can fully work for sustainable development in the long-term (outcome 1). This can be achieved for example by strengthening of policies, institutions, or capacities to support future development as well as the resilience to absorb external changes and shocks. In outcome 1 and the related outputs, Fingo aims at **policy changes** and budgetary commitments as well as improved processes for public consultation which support civil society to promote sustainable development. These structural changes are seemingly sustainable but at the same time they are vulnerable to changes in the political environment. However, long-lasting positive changes in human right based development can be reached only through changes at the political level when politicians take seriously their role as duty bearers.

Fingo has been in leading position during last years in EU-funded projects like EU presidency project with six former EU presidency countries' national platforms and CONCORD. One key learning shows that advocacy work takes time and that's why long-term cooperation like this has been successful. Co-learning and joint work bring better results and deepen advocacy work more between national and Europeans levels. That working model will continue, and we are contributing to that in the future too.

Second, Fingo's programme aims sustainability and securing an enabling environment for future development through **strengthening the capacities** of CSOs (Outcome 2). Our direct beneficiaries in capacity development are mainly Finnish CSOs and international CSO networks that work in developing countries and who strengthen the capacity of civil society actors there. Sometimes they, too, take part directly in Fingo's capacity building activities. Our goal is to have an impact on the capacity of organisations and not only individuals representing them, to improve sustainability even further. Capacity building material remains publicly available on Fingo's website and can be used for improving CSO capacities even after the programme period. Also, our EU funded Bridge 47 project on SDG 4.7 has shown that building capacities of a wide global network increases awareness of its members and thereafter supports advocacy towards policymakers. Fingo continues to support independent global networks with this programme.

Third, Fingo's programme aims at **awareness raising** and a positive change in public opinion (Outcome 3). Changing public opinion means changes in the mental models of individuals for a more conscious awareness of sustainable development. For some this means positive enforcement of some values that they have, and discouragement of some unsustainable values. Therefore, Fingo's global citizenship education and communication efforts aim to a change at the level of values, where changes are often very stable and the result therefore sustainable.

Capacity development, policy changes and public awareness raising are means to guarantee the **continuation of positive effects**. Our evaluations show that knowledge and good practices resulting from participation in our learning services can be seen in organisations' practices after a decade and longer. Also, legislation supporting sustainable development and fostering human rights is only a starting point for the long-term development and to sustain achieved positive spin, we need also public support and commitment. Therefore, it so important and vital to work parallel with all three outcome areas of this programme and understand interlinkages between them.

Assessing sustainability needs to also involve an **examination of the potential risks** such as contextual factors that may influence the durability of the results and long-term impact of our programme (the potential risks and risk management, see chapter 5.3). For Fingo, sustainability is closely linked to the level of relevance to key stakeholders, especially member organisations and politicians, a risk that is affecting their ownership and interest in activities and other benefit provided by Fingo.

Sustainability of Fingo Powerbank

The development of the Fingo Powerbank has engaged over a dozen Finnish CSOs and their local staff and partners since start 2020. The programme has strong emphasis on organisational capacity building and skills development which is expected to integrate as part of the institutional practices and last beyond the life the of Powerbank (output 2.1, 2.2 and 2.3). The published materials, guidelines, video trainings, Technology Solution Portfolio and match-making platform are available online for member organisations and their local partners. Those CSOs who are utilizing technological tools and innovation in their project work, have increased their capacity to use it and even develop further.

The design and implementation of the programme is adaptive i.e. focusing and addressing the needs of the CSOs and their partners both in Finland and Eastern Africa and aims at social and cultural sustainability. The content of the trainings, advisory, networking events and piloting is continuously adapted based on the feedback and polls from the participating organisations. Powerbank integrates the power structure, vulnerable groups such as people with disabilities, and gender equality analysis to its activities as part of the guidelines and best practices. The needs for technological solutions arise from the CSOs' projects and themselves are designing the solutions to address the needs of the people in their projects.

19 Manual for bilateral programmes (2018), Ministry of Foreign Affairs of Finland https://um.fi/documents/35732/48132/manual_for_bilateral_programmes

20 Applying Evaluation Criteria Thoughtfully (2021), OECD DAC

As the capacity, skills and expertise of the CSOs and their partners increase during the implementation, the adopted solutions, practices and partnerships are expected to continue. Powerbank is not creating financial dependency with CSOs or other actors during the implementation. Since in most cases CSOs will cover their operating expenses and investments of the improved solutions and practices already during the implementation, covering expenses after Powerbank should be a natural continuation and guarantee for financial sustainability. Powerbank will map and utilize local solutions as much as possible and feasible. Also, open-source solutions will be provided to increase sustainability.

Powerbank aims to cut down the needs for transportation and mobility with the help of digital services. Once connections and accessibility improve it is also possible to partially replace land and aerial transportations within countries by using webinars and other online tools. Climate sustainable technologies, such as, solar ovens replacing coal versions, will be surveyed in order to further increase sustainability in the work of CSOs.

5.3 Risk management

Risk management in Fingo is based on the analysis on risks that can slow or hinder Fingo's ability to reach the goals of this programme. The purpose is to minimise the likelihood of the risks to occur and to be prepared to minimise the impact if the risks were to materialise. **The risk management system is based on the RBM guidelines, anti-corruption guidelines, ethical guidelines of the MFA and international best practices.** During the programme planning process, Fingo's Risk Register, risk management policy and the guidelines against sexual harassment and sexual abuse were updated. We looked into external context (PESTLE) as well as internal risks. The risks are divided in three main areas **1) contextual risks, 2) institutional risks, including reputation risks, personnel risks, financial and property risks, and 3) programmatic risks** which were identified in the process of setting the expected outcomes and outputs of the programme.

Secondly, all risks were assessed according to the severity and likelihood of its realisation. In the present post-pandemic situation, the **key risks in the external environment** are: **narrowing space for CSOs** and continuation of the lock-down restrictions for political reasons, **drastic cuts in development cooperation funding** resulting from the huge costs of the pandemic worldwide, and **negative changes in the political landscape affecting development policies.** **Some key institutional risks** for Fingo are **significant cuts in funding received by Fingo, high staff turnover, and gaps in knowledge management.** Specific programmatic risks are: unwillingness of policy-makers to engage civil society meaningfully in policy processes, lack of capacity and interest of Finnish CSOs and the partners to invest their resources in creating meaningful strategic partnerships, and Fingo's publications and published content do not reach and affect the audience.

Thirdly, risk mitigation and prevention and risk response measures and persons responsible for them were identified for all risks. External risks, such as **narrowing space of civil society, are mitigated for example with coalition building** of the like-minded organisations and other institutions as well as decision-makers and joint policy and advocacy efforts accompanied with media work. Mitigation of institutional risks include guidelines and procedures on financial management, crisis communication and other institutional processes and staff capacity building on financial, legal and other areas as specified in the risk matrix. Fingo will also invest in **enlarging the funding base and focus on staff development and good leadership** to diminish high staff turnover and improve its financial administration and knowledge management process. **Many of the programmatic risks are related to the quality of our work and are mitigated with capacity building and quality assurance.** The advocacy messages, for instance, will be evidence based to increase credibility, and communication will be creative, inspiring, and targeted to more specific audiences.

Fingo has a risk register where the analysis of risks and other information is collected, and which is updated regularly, at least once a year during annual planning process. When annual plans and later half-year operational

plans are discussed and approved, the management considers the risk levels as part of the decision making, and updates risk register accordingly. Risk monitoring and reporting is an integral part of Fingo's bi-monthly reporting system. All organisational units participate in the reporting, and the management is responsible for collecting this information and taking necessary measures on risks and risk prevention.

Fingo's risk management includes proactive scanning of the working environment, with vivid participation of the member organisations and other stakeholders. This is done during the annual planning process to identify new trends and other changes in the environment as potential risk but also as opportunities to be utilised.

Our key elements for successful risk management are clearly identified risks and risk management responsibilities, staff capacity for risk monitoring and reduction, commitment of the Board, good financial and administrative processes and their management, and the RBM system as a whole. Each director is responsible to report the risks and precautions in their respective units and areas of work. The whole leadership team, and specifically the director for administration, makes sure that the whole organisation is recognising potential risks and takes all necessary precautions, including communications plans in case of risk realisation. In some projects and activities, such as the World Village festival and Powerbank, separate risk analysis and more specific risk management systems are in place.

Transparency and commitment to values are other factors in risk prevention and monitoring. Fingo's ethical guidelines for leadership, as well as other codes of conduct, are discussed regularly with the staff and they are published on our website. The public is recommended to use the anonymous misuse reporting system of the MFA should they have any doubts of misconduct or misuse of development cooperation funds.

5.4 Programme budget and human resources

Programme covers solely all Fingo's expenses and is therefore of utmost importance to the implementation of Fingo's strategy and mission. MFA funding constitutes the backbone to build long-term, sustainable, and effective impact according to our three programme outcome areas (outcome 1, 2, 3).

Proposed programme 2022-2025 will have an increase of total funding a bit less than 1Meur over the 4-year period, compared to previous programme in 2018-2021. Additional resources will be invested in following way to increase the short-term positive impact on sustainability and to speed-up long-term transformative change.

In this programme **we strengthen considerably our advocacy efforts by applying HRBA to target policy makers as duty bearers in order to achieve transformative and structural change (Outcome 1).** The key strategies applied are cutting-edge evidence, focused and agile advocacy, collective skills building and knowledge sharing, bridging and connecting, and addressing capacity gaps of policy makers. Also, the crucial narratives and paradigm shifts of our time are considered. They comprise interlinkages between the root causes of inequality and the unjust economy, the shifting funding landscape, the effect of global and EU decision-making on the national level, and the need for global responsibility and policy leadership to implement sustainable development.

There are **two important elections**, namely national parliamentary elections in 2023 and EU elections in 2024, and as national platform we have a key duty for our MOs to influence the policy makers. We will **increase human resources** to support both advocacy work itself with one and advocacy communication with 1,25 person-years.

In addition, we will invest on **building strong international advocacy collaboration particularly with FORUS and with other key networks.** Fingo and FORUS aim to reinforce a human-rights based approach to technology and a safer digital enabling environment for civil society. We will continue the close cooperation with global Bridge 47 network to advocate the importance of SDG 4.7. especially in global and EU levels. We also want

to continue and deepen collaborations with African think tanks like the Africa Philanthropic Foundation and Africa CSO platform on our priority areas on advocacy.

We will increase investments to **expand Fingo’s and Member Organisations funding base to supplement and leverage MFA funding for greater scale and impact, and thus multiply impact of Finnish ODA funding utilization.** In order to do this, we have set priorities to

- Advocate ODA funding possibilities with aligned criteria, that can support new partnerships, and international additional resource mobilisation in a flexible manner (output 1.3).
- Continue outsourcing innovation pilots with our MOs through Powerbank programme and seek possibilities to leverage more resources and international funding matching with Finnish ODA support, i.e. additional leverage for impact scaling – partnerships, impact investing. See annex 4 Fingo’s approach to innovations (output 2.1.).
- Develop new value add concepts and services to expand our funding base to look for opportunities with private sector, and international development and global citizenship education funding. (output 2.3.).
- Investigate and develop ways to build local portfolios for impact investments to “bridge the gap” between NGOs development programmes and impact investors, such as FCA Investment Ltd. (output 2.3.).

Third important area where **we will direct additional investments is “Public commitment to sustainable development has been increased (Outcome 3)”**. During this programme we will allocate more resources on data collection on Fingo’s members work, visualize it and disseminate that information widely using modern devices and channels. This work will benefit many stakeholders and will contribute to increase public support. We will also **invest in new partnerships** between GCE and life-long learning and search new innovative methods, that combine communication and education to engage citizens to transformative change.

Programme budget

The budget allocations follow the overall programme structure, with three main outcomes and their eleven outputs. The costs and income are budgeted on activity level under each output. In addition to the main outcomes, PMEL and organisational development costs as well as general and financial administration and management are budgeted under one heading “Organisational renewal”.

The budget includes an overall budget for the whole programme period and an annual budget for each programme year. **The total cost of the programme in the budget is 17 259 000 euros. Fingo’s own contribution to the funding is 2 579 000 euros, corresponding to 16% of the programme costs. The applied amount of MFA programme funding is thus 14 500 000 euros.**

Table 7: Programme funding

| Programme funding | Amount € |
|--------------------------|-------------|
| Fingo’s own contribution | 2 579 000 |
| Membership fees | 232 000 |
| Partnerships | 300 000 |
| Trainings | 80 000 |
| WV festival | 1 967 000 |
| Other funding | 180 000 |
| MFA programme funding | 14 500 000 |
| | |
| Funding in total | 17 259 000 |
| Budgeted costs | -17 259 000 |

The budget of **outcome 1** corresponds to a share of 25% of the programme, 4 344 000 euros. 4 204 000 euros of the MFA funding is allocated to this outcome. Fingo’s own contribution to this outcome is 140 000 euros. Personnel costs are 2 714 000 euros and correspond to 11,05 person-years.

Outcome 2 corresponds to a share of 20% of the programme, 3 415 000 euros. 2 995 000 euros of the MFA funding is allocated to this outcome. Of this, 370 000 euros is to be allocated to the activities in East Africa. Fingo’s own contribution to this outcome is 420 000 euros. Personnel costs are 1 912 000 euros for 7,75 person-years allocated to this outcome.

Outcome 3 corresponds to a share of 37% of the programme, 6 411 000 euros. 4 444 000 euros of the MFA funding is allocated to this outcome. Fingo’s own contribution to this outcome is 1 967 000 euros. Personnel costs are 2 363 000 euros for 10 person-years allocated to this outcome.

The share of **organisational continuous renewal** in the programme is 3 089 000 euros, 18%. 2 857 000 euros, of the MFA funding is allocated to this outcome. Personnel costs are 2 266 000 euros for 9,05 person-years.

A share of the administrative costs (premises, finance and accounting, IT, human resources, personnel development) is allocated to each programme outcome on a matching principle, based on budgeted person-years under each outcome. The total amount of allocated administrative costs in the budget is 1 567 000 euros. The costs for general administration are 1 764 000 euros and correspond 12% of the MFA funding.

Table 8: detailed budget

| | 2022 | 2023 | 2024 | 2025 | 2022-2025 | % |
|--|------------------|------------------|------------------|------------------|-------------------|--------------|
| MFA | 3 545 250 | 3 652 750 | 3 640 750 | 3 661 250 | 14 500 000 | 84 % |
| Fingo own contribution | 664 750 | 664 750 | 714 750 | 714 750 | 2 759 000 | 16 % |
| TOTAL | 4 210 000 | 4 317 500 | 4 355 500 | 4 376 000 | 17 259 000 | 100 % |
| Outcome 1. Finnish and EU policy makers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development | | | | | | |
| 1.1. Fingo and CSOs have increased the awareness and accountability of policy makers about factors increasing inequality in developing countries and about harmful regulations and practices that affect civil society space | 326 250 | 333 250 | 341 250 | 351 250 | 1 352 000 | 8 % |
| 1.2. CSOs have been engaged and heard in key political processes by policy-makers | 182 000 | 220 000 | 210 000 | 197 000 | 809 000 | 5 % |
| 1.3. CSOs have advocated for increasing ODA funding, including funding for CSOs in both absolute and relative terms and ensuring that all relevant funding has been targeted to reduction of inequality in sustainable development | 144 500 | 143 500 | 137 500 | 142 500 | 568 000 | 3 % |
| 1.4. Fingo and its MOs have strengthened strategic partnerships with international CSO networks to increase impact on issues affecting civil society | 158 000 | 159 500 | 147 000 | 144 500 | 609 000 | 4 % |
| 1.5. CSOs have advocated for policy makers to strengthen regulation and legislation related to private sector accountability, as well as, develop policies and guidelines to clarify and determine the duty bearer role of private sector in sustainable development | 98 000 | 100 000 | 102 000 | 104 000 | 404 000 | 2 % |
| Total | 1 059 250 | 1 106 750 | 1 088 250 | 1 089 750 | 4 344 000 | 25 % |
| Outcome 2. Finnish CSO's organisational capacity to work with the civil society in developing countries, in rapidly changing world, has strengthened | | | | | | |
| 2.1 The ability of Finnish CSOs to develop the resilience and relevance of their work has been strengthened | 381 500 | 389 500 | 399 500 | 409 500 | 1 580 000 | 9 % |
| 2.2 Finnish CSOs' understanding of the opportunities and risks related to digitalisation in their work with CSOs in developing countries has been strengthened | 71 250 | 72 250 | 73 750 | 74 750 | 292 000 | 2 % |
| 2.3. The possibilities and capacities for Finnish CSOs to establish dialogue and strategic partnerships with public, private, civil society and other social actors have been strengthened | 271 500 | 277 000 | 283 500 | 289 000 | 1 121 000 | 6 % |
| Total | 829 750 | 844 250 | 862 250 | 878 750 | 3 415 000 | 20 % |
| Outcome 3. Public commitment to sustainable development has been increased | | | | | | |
| 3.1. Fingo's communication and events have reached wide audience and raised interest in sustainable development and civil society's role in it | 1 340 000 | 1 344 500 | 1 355 500 | 1 362 000 | 5 402 000 | 31 % |
| 3.2. Communications and global citizenship education competence of member organisations have been strengthened | 55 500 | 58 500 | 61 500 | 65 500 | 241 000 | 1 % |
| 3.3. Various actors have received information on the fundamental role of global citizenship education in achieving the 2030 Agenda | 50 000 | 54 000 | 58 000 | 63 000 | 225 000 | 1 % |
| Total | 1 581 250 | 1 592 750 | 1 610 750 | 1 626 250 | 6 411 000 | 37 % |
| 4. Organisational continuous renewal | | | | | | |
| 4.1. Planning, monitoring, evaluation and organisational development | 97 000 | 119 000 | 127 500 | 100 500 | 444 000 | 3 % |
| 4.2. Management | 212 500 | 217 500 | 222 500 | 228 500 | 881 000 | 5 % |
| 4.3. Administration | 430 250 | 437 250 | 444 250 | 452 250 | 1 764 000 | 10 % |
| Total | 739 750 | 773 750 | 794 250 | 781 250 | 3 089 000 | 18 % |
| Programme total | 4 210 000 | 4 317 500 | 4 355 500 | 4 376 000 | 17 259 000 | 100 % |

Human resources

The programme budget includes personnel costs for 37,80 person-years which are allocated to the programme outcomes as follows:

Table 9: Allocation of human resources

| Outcome | person-years |
|--------------------------------------|--------------|
| Outcome 1 | 11,05 |
| Outcome 2 | 7,75 |
| Outcome 3 | 10 |
| Organisational renewal (incl. admin) | 9,05 |
| Total | 37,80 |

Personnel costs sum up to 9 225 000 euros and correspond to a share of 54 % of programme total costs.

Fingo's payroll system is based on the collective agreement for CSO's in the social services sector. The budgeted personnel costs include a moderate 6% estimate of index level pay rises over the four-year programme period.

Fingo is a platform and expert service provider for other development organisations, and we implement the programme ourselves instead of channeling funding directly to implementing partners. Therefore, the share of personnel costs in the budget is relatively high compared to other development programme organisations having their direct implementation in the target countries with local country partners.

Financial management and audits

Fingo's financial operations are guided by its Management Charter and Financial and Budget Regulations. Fingo is experienced in financial management of programme funding as well as in leading multidimensional projects on EU funding. In the programme, 1.5 person-years are allocated to financial administration and management in-house, with additional outsourced services used for accounting and payroll. Fingo uses Procountor accounting system in its financial management functions.

Budgeting is done on an annual basis in line with the annual planning process, and it is reviewed and adjusted on six months basis in the leadership team and in the board. If modifications to the programme budget are substantial, a request for reallocation is made to the MFA.

Financial reporting to management and board is done quarterly. Financial report is presented together with the activity reports in order to estimate effectiveness and efficiency of the results. Auditing is performed during the fiscal year for project purposes and annually for the financial statements.

The systems used for financial reporting and forecasting are being developed during 2021 to ensure better forecasting and support for decision making.

Fingo is a contracting entity referred to in the Public Procurement Act and thus Fingo's procurements follow the provisions of the Act when the total value of a procurement exceeds the national threshold value. Efforts are made also in the procurement of goods and services that fall below the threshold value to give consideration to

adequate transparency and non-discrimination, having regard to the size and scope of the procurement. In service procurements, the Contractor's Liability Act must also be complied with in addition to the Public Procurement Act.

In addition to the statutory obligations, Fingo's in-house procurement limits and related authorisation practices state that all procurements exceeding EUR 5,000 (excluding value-added tax) must be put out to tender involving at least three tenderers. Where permitted by available resources, offers should invited from multiple suppliers also for smaller procurements to ensure a good procurement price and quality.

Social, economic as well as environmental criteria are taken into account in procurement as appropriate, as included also in Fingo's commitment to sustainable development.

ANNEX 1

| | Results | Indicator | Source of information | Baseline | Target level |
|---------|--|--|--|--|--|
| IMPACT | Civil society organisations in developing countries are able to implement their role in sustainable development | Fingo members' contribution to improved capacity of developing country CSOs' to influence development in line with Agenda 2030: number of CSOs reported and type of contribution | Fingo members' annual reports reporting on Aggregate Indicator of Development Policy PA3/ Output 4.2. (Analysis produced based on reports 2022 and 2024) | The Development Policy Results Report, 2018: A total of 2,370 civil civil society actors received support from Finland through various channels in 2015–2017. About 790 actors annually. | The number of reported developing country CSOs with improved capacity increases and the quality of Fingo members' contribution improves from 2022 to 2024 |
| OUTCOME | 1. Finnish and EU policy makers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development. | Fingo's own assessment of how Fingo's strategic advocacy themes are reflected in key political processes identified during the strategy period and annually | Dynamics (customer relationship management), documents from selected policy processes | The key advocacy processes in 2020 were the VNR, the budget debate and the long-term principles of development cooperation. A significant number of member organisations were involved in these three processes and their common positions and voices were heard. The organisations' assessment of the achievement of Finland's sustainable development goals in the VNR process was unique and its lessons have been shared in several international forums and networks. 57 organisations participated in the VNR process. The messages on the impact of budget planning focused on Finland's global responsibility, with the aim of avoiding the pressure to cut ODA funding. In line with the organisations' positions, Finland committed itself to global responsibility despite the corona crisis. Development funding for organisations increased by about 5%. In influencing the long-term principles of development cooperation, Fingo successfully facilitated an MFA hearing for CSOs and brought together the positions of more than 40 organisations. In particular, the role of civil society and NGOs was strengthened in the principles. | Fingo's positions are reflected in key political decisions |
| | | Finnish public/ODA funding for organisations' work to promote global justice, the state of civil society and sustainable development | Information from the funder | 2020: Finnish support for development cooperation by NGOs to strengthen the state of civil society (budget item 24.30.66) accounts 11 % of the exclusive ODA budget item administered by the Ministry of Foreign Affairs and Finland's actual development cooperation funding and 7,3 % of Finland's total ODA | Finnish support for development cooperation by NGOs to strengthen the state of civil society (budget item 24.30.66) is 15 % of the exclusive ODA budget item administered by the Ministry of Foreign Affairs |
| OUTPUT | 1.1. Fingo and CSOs have increased the awareness and accountability of policy makers about factors increasing inequality in developing countries and about harmful regulations and practices that affect civil society space | Policy-makers and authorities have utilized Fingo's expertise and information in decision-making | Biennial survey with sample of parliamentarians and authorities with whom Fingo cooperates, before the elections 2023 and 2025 | Baseline will be established based on the decision-maker survey to be conducted towards the end of 2021 | More than 70% of the decision-makers interviewed have utilized the information provided by Fingo |
| OUTPUT | 1.2. CSOs have been engaged and heard in key political processes by policy-makers | Number of invitations received by Fingo to hearings, committees/working groups and official delegations | Dynamics | 2020: 16 in total (hearings 4, commissions/working groups 11, delegations 1. In addition, one section invitation was rejected.) 2019: 20 in total (hearings 9, commissions/working groups 10, delegations 2. In addition, two working group invitations were rejected) | Total number of hearings, commissions / working groups and places of delegation reaching 25 per year by 2025 |
| | | Number of personal contacts with policy-makers (incl. public servants) and feedback from policy-makers on the quality of CSO engagement | Dynamics | 2020: Political decision-makers' contacts 35 (hearings 10, scheduled appointments 8, e-mail 7, telephone / remote contact 1, ad-hoc 7, guest at Fingo event 2) + 66 contacts with public servants (N/A for feedback) | 150 contacts per year. Feedback is constructive for future work. |
| | | Number of statements and position papers made by Fingo | Dynamics | 2020: A total of 44 statements (formal invitations 14, written comments during the political process 20, open letter to policy makers 9, bulletin 1) | 35 formal statements and positions papers per year |
| OUTPUT | 1.3. CSOs have advocated for increasing ODA funding, including funding for CSOs in both absolute and relative terms and ensuring that all relevant funding has been targeted to reduction of inequality in sustainable development | Number of joint activities with MOs on advocacy for increased ODA/CSO funding (campaigns, statements, letters, meeting/workshops with policy-makers) | Dynamics | 22 activities conducted through agile working group for development funding (Ketter kehitysyhteistyörahoitus -työryhmä) with 12 months in 2020-2021 | 30 yearly activities by the working group. 30 % of members take part to the joint campaigns. |
| | | Number of Fingo's statements and position papers on financing for sustainable development | Fingo's statements, proposals for reform, policy briefs (in Dynamics) | 2020: 0 | 2-3 statements/position papers yearly |
| OUTPUT | 1.4. Fingo and its MOs have strengthened strategic partnerships with international CSO networks to increase impact on issues affecting civil society | Score of the strategic partnerships in a partnership scan tool (broken down by EU/international networks and those based in developing countries) | Partnership scan tool (created by Fingo on a scale 1-5) | Baseline will be established in 2021 | 10 most strategic international partnerships score 4 or 5 by 2025. |
| OUTPUT | | Number of Fingo's statements and position papers on corporate responsibility and the private sector in development cooperation. MOs involvement in producing the position. | Fingo's statements, proposals for reform, policy briefs (in Dynamics) | 2020: Five (5) statements and position papers | 8 statements/position papers yearly, 20% of the MOs have a role in developing the position and delivering it |

| | | | | | |
|----------------|--|---|--|---|---|
| OUTCOME | 2. Finnish CSO's organisational capacity to work with the civil society in developing countries, in rapidly changing world, has strengthened | Percentage of Finnish CSOs reporting on renewed ways of working as a result of Fingo services. Examples of reported change. | Annual survey for users of Fingo services on capacity themes and topics defined in programme | 53% of respondents of 2020 training services poll reported change in know-how, tools and concepts. 25% reported on changes made on working processes and 12% changes in organisational strategy and effectiveness. | CSOs reporting on the renewed ways of working: 60 % CSOs reporting on changes in organisational strategy and effectiveness: 30 % Examples reflect change that is sustainable and increases effectiveness. |
| | | Number of CSOs that have applied new digital methods in development cooperation projects. Examples of new methods adopted. | Powerbank survey (possibly Membership survey) | Powerbank-survey 2021: 12 organizations have applied new digital methods in their development cooperation projects | By 2025, 65 CSOs have applied new digital methods in their development cooperation projects Examples reflect improved effectiveness in the project work. |
| OUTPUT | 2.1. The ability of Finnish CSOs to develop the resilience and relevance of their work has been strengthened | Percentage of Finnish CSOs reporting on strengthened ability to develop resilience and relevance as a result of Fingo services. (Resilience and relevance to be built through themes like systems change and critical thinking in development cooperation, Agenda 2030 futures foresight, innovation and experimentation risk management, PMEL, climate change, social inclusion and HRBA) | Annual survey for users of Fingo services | The survey to be conducted in 2021 will serve as a reference level | CSOs reporting strengthened ability: 40 % in 2022 and 2023 50 % in 2024 60 % in 2025 |
| | | Amount of learning events and number of participants broken down by country (Finland; East-Africa; other) and broken down by the learning themes | Database of participants in learning events (Dynamics) | 2020: Learning events 39 Participants: 1257 (including 129 East-Africa) (N/A on the themes) | Learning events 40 annually Participants annually: 1 300 from Finland and 200 from East-Africa |
| | | Number of CSOs participating in learning events and coaching. Percentage of all members participating in learning events in strategic focus themes by 202 | Database of participants in learning events (Dynamics) | 2020: 197 CSOs out of which 107 MOs | CSOs participating in learning: 250 out of which 130 Mos annually By 2024 50% of member organisations (140) have participated in at least one event on foresight, digitalisation, innovation, private sector cooperation, communications, GCE, advocacy and Agenda 2030. |
| OUTPUT | 2.2. Finnish CSOs' understanding of the opportunities and risks related to digitalisation in their work with CSOs in developing countries has been strengthened | Percentage of responding Finnish CSOs reporting on strengthened understanding of the opportunities and risks (specified in disability inclusion and gender equality) related to digitalisation in their work as a result of Fingo services | Annual survey for users of Fingo services | The survey to be conducted in 2021 will serve as a reference level. | By 2025, responding Finnish CSOs are aware of a) Fingo's Digital Solutions Portfolio and Library (50 %) b) Principles for Digital Development (50 %) c) opportunities and risks related to gender and disability in digitalization and technology (50 %) |
| OUTPUT | 2.3. The possibilities and capacities for Finnish CSOs to establish dialogue and strategic partnerships with public, private, civil society and other social actors have been strengthened | Number of network events/meetings and participants facilitated by Fingo broken down by work areas (GCE, advocacy, private sector collaboration, development cooperation) | Dynamics | 2020: 138 networking events, 2 382 participants (high numbers due to COVID-19 pandemic and remote working) 2019: 81 networking events, 1789 participants | 100 events and 2000 participants annually |
| | | Percentage of responding Finnish CSOs who have started a new cross-sectoral partnership during the year, broken down by working areas of the partnership (development cooperation, GCE, communication, advocacy) | Annual survey for users of Fingo services | The survey to be conducted in 2021 will serve as a reference level | 20 % CSOs start a new cross-sectoral partnership every year. Partnerships cover several working areas. |
| | | Percentage of companies that report making new partnerships with the civil society through Fingo's matchmaking activities | Survey to the companies on Fingos Matchmaking website | N/A - new indicator | Companies report CSOs interest in cooperating with them (2022: 20 %, 2023: 30 %, 2024: 40 %, 2025: 50%) Companies report CSO contacts that has led to a new partnership: (2022: 10 %, 2023: 10 %, 2024: 20 %, 2025: 25%) |
| OUTCOME | 3. Public commitment to sustainable development has been increased | Observable commitment to sustainable development by Fins and the ability to connect Fingo as an actor and informer of sustainable development | Biennial nationwide study (a few hundred people sample) and possible corresponding attitude survey by third-party | Baseline will be established at the beginning of the program period | Commitment increases compared to baseline. The ability to connect Fingo as an actor and informer of sustainable development improves clearly. |
| | | Media representatives' views on the activeness and quality of Fingo's communications on sustainable development | Biennial survey for media representatives | N/A - new indicator | 50% of the respondents feel that Fingo's sustainability communication is active and of high quality |
| OUTPUT | 3.1. Fingo's communication and events have reached wide audience and raised interest in sustainable development and civil society's role in it | Visibility to the general public and stakeholders outside the development sector in the development issues defined annually from Fingo's strategy and program. Generated interaction (= reactions in social media channels). | Digital and social media monitoring (Liana Jungle Monitor, Buffer), annual publicity management survey (Mbrain) | The baseline will be established at the end of 2021 on the basis of the first year of strategy implementation | The visibility to the general public and external target groups increases. The development questions Fingo raises in public increase interaction on social media channels. |
| | | Users' experience of Fingo's communication channels as facilitator of understanding new perspectives and cause-and-effect relationships of global issues as well the role of CSOs' work. | Maaailman Kuvalehti readership surveys, website visitor surveys, Maaailma kylässä festival feedback survey | Baseline will be created from the reader surveys of 2021 Maaailman Kuvalehti and Fingo.fi, as well as from the survey 2021 of the World in the Village festival. | Increase of number of readers and visitors, who feel that Fingo's communication channels bring out well or very well new perspectives on global issues, increase understanding of cause-and-effect relations, and increase the appreciation of the work of CSOs. |
| | | Number of CSOs cooperating with Fingo in communication and events and number and type of cooperation projects. | Participant lists and reports of communication network meetings and activities (Dynamics) | 2021: 60 organizations, number of cooperation projects 1 (9-month long, weekly "Kehitystulosten keskiviikot") | By 2025, 50% of Fingo's member organizations have participated in communication cooperation. Number of cooperation projects/campaigns is 2-4 per year. |
| OUTPUT | 3.2 Communications and global citizenship education competence of member organisations have been strengthened | Percentage of responding Finnish CSOs reporting on strengthened communication and GCE competences as a result of Fingo services. Examples on the strengthened competences. | Annual survey for users of Fingo services | 53% of respondents of 2020 training services poll reported change in know-how, tools and concepts. | CSOs reporting on changes in know-how, tools and concepts 60 % CSOs reporting on changes in working processes: 30% Examples reflect changes in competence that are sustainable and increase effectiveness. |
| | | Number of learning events on communication and GCE. CSOs participating in learning events and coaching, including communication and GCE. see 2.1 | Database of participants in learning events (Dynamics) | Baseline to be created in 2021 | Increasing number of events as well as CSOs/MOs participating in them. |
| OUTPUT | 3.3. Various actors have received information on the fundamental role of global citizenship education in achieving the 2030 Agenda | Number and quality of MOs new contacts in GCE-sector (especially in the non-formal and informal sectors) | Survey in the global education network | Few MOs have contacts in the non-formal and informal sector. Focus will be on new contacts from 2022 onwards. | 15 new contacts annually |
| | | Policy-makers and authorities have utilized Fingo's expertise and information in decision-making on implementation of SDG 4.7. | Included in output 1.1. survey: Biennial survey with sample of parliamentarians and authorities with whom Fingo cooperates, before the elections 2023 and 2025 | Baseline will be created based on the decision-maker survey to be conducted towards the end of 2021 | More than 70% of the decision-makers interviewed have utilized the information provided by Fingo |

ANNEX 2

Fingo’s plan for monitoring, evaluation and learning for 2022-2025

Fingos monitoring, evaluation and learning is guided by the result-based management approaches and principles explained in chapter 5.1. The MEL-system is a key component in reaching the programme results and impact. It involves all of Fingo’s staff. Key stakeholders also have an important role to play in providing information to monitoring, evaluation and learning. The development of the system is ongoing.

While the current system is built on the result chain approach, we are also looking for approaches that improve the monitoring and understanding of systemic and complex change. Working on issues of global inequality and sustainable development requires an understanding of the rapidly changing operational environment, the multiple forces and actors influencing change and their interrelations. The need of addressing dynamism and progressive change in relation to the ultimate outcomes and objectives is applicable to all of Fingo’s work and is thus the focus of the development of the MEL-system during the programme period, guided by an external, developmental evaluation planned for the second half of 2021.

The MEL-plan of 2022-2055 consists of three parts. 1) Monitoring, which includes ongoing data collection and surveys from the users of Fingo’s services and other stakeholders. Surveys are key component of the monitoring data collection for improving the activities and their effectiveness on a continuous basis. Member survey is a vital source of relevance and quality of Fingo as a platform organisation but feed-back from members is collected also through other methods. 2) Evaluations, which are conducted regularly according to the plan. An external, summative evaluation to gain knowledge on the effectiveness, relevance and coherence of the whole Fingo programme will be conducted in 2024 and used also for planning of the next programme. Some key areas of work will be evaluated one year before so that these evaluations can feed into the main evaluation. To develop its evaluation work, Fingo cooperates e.g. with Sayfes, Sivis, ODI, INTRAC and other relevant organizations. 3) A learning approach to our RBM is explained in the last section.

Fingo’s monitoring

The key phases of Fingo’s monitoring involve bi-monthly reporting done by units to the leadership team and to the board, half-yearly reflections across the units on the signs of change and their influencing factors as well as annual reporting are made by units based on the analysis of the monitoring data and learning during the year. The annual report is also internally evaluated by the whole staff for shared learning. Annual report is finally approved by the member organisations.

The main pillars of Fingo’s monitoring tools are the annual data collection on customer relations management (CRM) database and surveys conducted on the key stakeholders’ experiences on Fingo’s work to review the results and quality of the work. Most of the data is reflected in the Result Framework (Annex 1), but additional data is collected for other monitoring and learning purposes. The work for data collection is decentralised to the advisors according to their working areas and coordinated by the adviser for evaluation and the director for learning.

Key surveys and their timing during the programme:

| Topic | Purpose | 2022 | 2023 | 2024 | 2025 |
|---|---|------|------|------|------|
| Membership survey | Collecting feedback from members for continuous service development | | X | | X |
| Survey for users of Fingo services (learning, networking, advocacy) | To gain knowledge and evidence on the impacts of Fingo’s services to users’ renewed ways of working and increased capacities | X | X | X | X |
| Survey for policy-makers | Reception of Fingo’s advocacy work on the part of decision-makers and public servants | | X | | X |
| Survey for media representatives | Reception of Fingo’s communication on sustainable development by media representatives | X | | X | |
| Attitude survey on sustainable development and its media coverage | To establish an understanding on the general public’s commitment to sustainable development and Fingo’s visibility in sustainable development | X | | X | |
| Readership survey on Fingo communication channels | To collect feedback from different users of the communication channels and information on the effects of communication | | X | | X |
| World Village Festival user and exhibitor surveys | To collect feedback and information on the effects of the festival | X | X | X | X |
| Powerbank-survey | To collect feedback and information on the effects of Fingo’s services on digitalization, innovation and private sector collaboration | X | X | X | X |

Fingo’s evaluation

Evaluation is a key tool to deepen our understanding of the merit, worth and significance of our work and its results. Fingo uses developmental and summative evaluations to support learning and accountability. Approaches vary from “critical friend” to “outcome harvesting” and are chosen according to the need. Evaluations are targeted especially on the key components of Fingo’s work: advocacy, communication and events, capacity building and networking as well as organisational development. However, evaluations on specific components of Fingo’s operations like foresight work are also conducted when the need for in-depth analysis and learning arises.

Evaluations and their timing during the programme

| Topic | Purpose | Type | 2022 | 2023 | 2024 | 2025 |
|---|---|---|------|------|------|------|
| Fingo programme | To gain knowledge on the effectiveness, relevance and coherence of the Fingo programme work between 2019-2023 to guide new programme planning | External, summative evaluation | | | X | |
| Learning services | To capture outcomes on improved capacity of the MOs contributed by Fingo | External, based on outcome harvesting approach | | X | | |
| Organisational capacity development | To identify key development areas from Fingo's strengths and weaknesses | Self-evaluation/ Facilitated self-evaluation | X | X | X | X |
| Communication services including events | To gain knowledge on the effectiveness and relevance of Fingo's communication work and events to guide the development of the work | External evaluation | | X | | |
| Fingo's foresight work | To develop further Fingo's structures and modes of operation of foresight work. To check relevance and effectiveness of foresight capacity building services for MOs. | Midterm developmental/ comparative external evaluation | | | X | |
| Specific components of Fingo's work | Upon request and need | Self-evaluation/ Facilitated self-evaluation | | X | X | X |

While there are many elements in place to support learning there are also many areas in which Fingo can develop its result based learning and adaptive management that is based on continuous monitoring and learning. Some of the areas for development in the next programme period will focus on the following areas:

- Prioritisation of monitoring and learning of all staff and improved integration of monitoring and data gathering to their work plans
- Improved data gathering methods and guidelines as well as skills and ownership development
- Creation of cross unit sharing and learning structures
- Development of culture of experimentation (see chapter 5.1.) which is fundamental for enhanced learning.

Fingo's learning

Fingo aims on continuous evidence-based learning to improve its activities, effectiveness and impact. Improving organisational culture that values and supports learning is key objective for Fingo's organisational development. Analysis of monitoring and evaluation results is core material for learning. The elements currently in place in Fingo to support learning are e.g. employees' monthly discussions with supervisor, half a year reflection on progress and learnings made across units and annual and organization-wide self-evaluations based on the annual reporting.

Evaluations provide an in-depth process for learning in general. Starting from the participatory identification of learning needs in the specific working area, specifying the evaluation questions, reflecting the evaluation results mid-way and in the end as well as preparing and discussing on the management responses of the evaluation are all important points for organisational learning.

Annex 3:

Additional information on Fingo Powerbank

Fingo initiated the Powerbank programme extension with additional funding from the MFA in early 2020. The aim has been to support the ongoing Fingo programme by 1) increasing the capacity of CSOs and their local partners to utilise innovation and technological solutions to improve the impact of their work, and 2) strengthening the collaboration between CSOs, private sector and other actors. The goal has been to produce new and improved solutions as well as funding for CSOs supporting their work towards sustainable development. The Fingo Powerbank (PB) will be one of the vehicles of implementing the overall Fingo programme. It specifically integrated and contributes to the outcome 2 on CSO capacity building.

After the first year of implementation, the PB conducted a survey among the participating organisations. Based on responses from 32 individual organisations, 76% found at least one new partner or contact through the programme, 79% gained new skills and knowledge and at least 20 organisations adopted new technology solutions. There were over 700 participants in the 23 trainings, launches and networking events. PB published six reports on ranging from private sector collaboration to innovation and digital ecosystems in East Africa and supported seven organisations to implement an innovation experiment in their on-going projects. PB has established a Technology Solutions Portfolio and Matchmaking platform on the Fingo's website. More detailed results are available through the following link: <https://www.fingo.fi/sites/default/tiedostot/fingopowerbankresults5321.pdf>

The key lessons based on the implementation are described below. Additional insights will be gathered during the second year of implementation when also external evaluation on the project will be conducted.

- Civil society organisations in Finland and East Africa are interested in benefiting more from available technology solutions in their work but are currently under-utilising the potential. The PB has been able to inspire and support CSOs in adopting feasible technologies for example in monitoring and evaluation, education, health, gender equality and sexual and reproductive health and rights (SRHR).
- Culture of experimentation and innovation skills are not widely practiced by CSOs, but given the support and opportunity, are ready to try and learn. Innovation is often seen as a vague, even a hyped concept until it is put into practice in the everyday work of NGOs. Learning by doing is the especially important in culture of experimentation.
- The Powerbank model of outsourcing experimentations is an effective way to catalyse action, create new knowledge and practices among Finnish and East African CSOs and their local partners. Typically, a 6 to 9-month long experimentation is implemented as a component of an existing development project costing Fingo an average of 7 500 euros, but providing a lot of learnings for the implementing as well as peer organisation through documentation and sharing lessons learned via webinars. The deliverables Fingo is purchasing from the CSOs are the publicly sharable documentations and presentations.
- Local presence with member organisations in Kenya (extending to East Africa) adds value to CSOs and their networks. Two consultants (recruited and hosted by Fida and the International Solidarity Foundation in Kenya) working for the PB are supporting the outsourced experimentations, harvest potential private sector and innovation ecosystem partners and bring up-to-date contextual understanding also during the Covid-19 restrictions.

- General information about opportunities for private sector collaboration or for example funding from Finnpartnership are often not sufficient for CSOs to find suitable partners. Creating a specific matchmaking platform for CSOs and companies (both in Finland and developing countries, esp. East Africa) and organising networking meetings has brought tangible results.
- Principles for Digital Development add practical value to CSOs when they are designing and implementing digital tools in their projects. For example, principle “reuse and improve” recommends not to start creating apps or services from the scratch, but to utilise existing solutions as much as possible saving time and resources in the development work. This may sound obvious but has been a problem among many organisations for a long time.
- Gender equality and disability inclusion are very important also in digital development. Paying attention to them, providing guidelines, training, information, and good practices should continue to be integrated into Fingo's work. Recent work on these topics is the “At the intersection of gender and technology” report on CSOs gender & tech work, guidelines on disability inclusion in technology in collaboration with Abilis Consulting as well as “Digital Tools Training for Disability Inclusion” trainings in East Africa by the PB and Meltorees.

Geographical focus

The PB operations will continue to work in Finland and East Africa (Kenya, Tanzania, Uganda, Ethiopia, Somalia and Somaliland) with Kenya as a central hub. Kenya is the strongest central point for programmes implemented by the Finnish CSOs. The Finnish Embassy, a well-functioning Team Finland network and the local technology and business sector are also key actors. PB aligns directly with the approaches of MFA Country Strategies for Development for Kenya, Ethiopia, Uganda and Tanzania in East Africa on the importance of civil society strengthening as well as on the synergies between the civil society and private sector. Indirectly, PB links with country level education, health, water, and sanitation goals by supporting the CSOs working in respective sectors and themes.

Powerbank trainings, advisory, events and joint development activities will be organised locally and in online events in the key countries.

See below the figures on CSOs operating in East Africa (source: Fingo database). It demonstrates the wide scope and potential of the local CSO sector.

| Country | Finnish CSOs operating in the country | The CSOs receiving funding from the MFA (in 2018) * |
|------------|---------------------------------------|---|
| Ethiopia | 22 | 10 |
| Kenya | 33 | 11 |
| Somalia | 14 | 3 |
| Somaliland | 4 | 4 |
| Tanzania | 44 | 10 |
| Uganda | 21 | 9 |

*The chart is based on Fingo's database mainly on members organisations and is therefore not complete. The factual figures are likely somewhat higher.

Fingo on its own will continue not to have a physical presence in Eastern Africa but the two PB consultants will work through the partnering member organisations. The positions of Digital Development Coordinator and Adviser for Partnerships and Innovation are managed respectively by Fida and International Solidarity Foundation in Kenya. The argumentation to use two organisations is to involve more CSOs in the implementation as well as mitigate and divide risks. Fingo will cover the salary, necessary equipment, and operational budget for these positions for the two host organisations.

Stakeholders particularly with Powerbank

Aalto University The mission of the university is to shape the future by solving complex societal challenges by incorporating a strong emphasis on multidisciplinary. Students from Aalto's School of Business will collaborate with Fingo as part of various course activities, including group projects as part of multiple classes and as master's thesis topics. Additionally, members of Aalto's faculty will support Powerbank by providing ad-hoc expertise (presentations on business models in development) for the participating CSOs and Fingo in Finland.

Ambitious Africa A student-led network and movement that supports initiatives and startups on education, entrepreneurship, and entertainment. The PB and Ambitious Africa collaborate especially in East Africa and match NGOs, startups and innovation hubs.

Finnpartnership is a business partnership programme financed by the MFA and managed by Finnfund. Finnpartnership aims to generate positive development impacts by promoting business between Finland and developing countries. Fingo has been co-organising SDG Booster workshops for companies, NGOs, and other interested parties in collaboration with Finnpartnership, UN Global Pulse, Education Finland and Business Finland.

The Innovation Village is an ecosystem builder at the heart of an interconnecting network of entrepreneurs, academia, private sector, government and investors. It is based in Uganda. In 2019, it came up with the Future Lab and enacted 9 regional hubs. 2020 saw the launch of MOTIV, which is Uganda's largest maker space targeted towards Uganda's national creative economy and industry through leveraging technology in a factory setup that gives entrepreneurs access to production equipment, a marketplace for product sales and a community of like-minded individuals. The PB cooperates with the Innovation Village in Uganda during the Kampala Innovation weeks. The organisation has a long-time experience in working with the innovation and technology ecosystem in Uganda. They have the most relevant networks which supports our mission in the country.

Metta is a community, and innovation hub that supports startups, entrepreneurs and innovators. Metta Nairobi, has been the centre of passionate innovators and entrepreneurs since its inception in 2015, with its members shaping the narrative of African innovation across all sectors. The organization has fostered a passionate community of 500+ startups in the region and in addition to numerous political figures from African countries, has hosted a variety of international & influential figures. The PB works with Metta Nairobi in fostering NGO-Private sector partnerships in Kenya. The organization supports the work of Fingo by bringing in the Kenyan private sector and other relevant players of the ecosystem. Being an innovative and future focused organization Metta complements well the work of Fingo Power bank locally with the necessary networks and expertise. The plan is to continue collaborating with them during the Innovation week in Kenya.

Sahara Ventures' mission is to build a sustainable innovation and technology entrepreneurship ecosystem in Africa (Tanzania). Sahara Ventures is the organiser of the Sahara Sparks event and also manages *Sahara Accelerator* which is the first corporate, venture-backed, and impact accelerator in Tanzania. Sahara Ventures has been running innovation and acceleration programs (programs to support the growth of ideas and early stage startups and social enterprises) in partnership with different organisations as part of its impact acceleration programs. The PB collaborates with Sahara Ventures during the innovation weeks in Tanzania and Sahara Sparks. Sahara Ventures brings in the expertise and experience from working with the Finnish and Tanzanian innovation

ecosystem over the years. Their close connection with CSOs, government and the private sector in the country are an added value to our mission.

Team Finland network provides businesses with a service chain, ranging from advice services to funding. The network offers tailor-made service packages for companies' internationalisation needs based on the services provided by the network actors. The PB collaborates with Team Finland especially in Kenya to link CSOs with local and Finnish companies for matchmaking and partnership opportunities.

UN Global Pulse (TBC) invent, incubate, and accelerate technology-based products and services designed address UN Mandates.

Annex 4

Fingo's approach to innovation

The SDGs set a demanding time frame and objectives for the development actors including civil society organisations. Also, Finnish development policy calls for innovations to be harnessed to help in achieving the goals of sustainable development and the Paris Agreement on Climate Change. Considering the limited resources compared to the targets ahead of us there is a continuous need to develop better solutions. This creates a need for innovations.

For civil society space, Fingo defines innovation simply as a solution that works better than before. Solution can be a product, system, space, approach, service, or model. It works better when it adds value (for instance, is more efficient, user-friendly, cost effective, easier to scale) for the rights holders and duty bearers. It does not need to be completely new or created from the scratch but often rather an application of an existing or modified solution in a new context. Innovations enable development actors, rights holders, and duty bearers to better reach the jointly agreed development goals. Innovation can include technology but does not equal to it. Social and operating model innovations are similarly important.

While civil society actors have been improving and developing different approaches and methodologies as long as they have existed, the concept of innovation includes refined skills and processes such as human-centred design thinking, culture of experimentation, prototyping and iterative testing. Although not a silver bullet for all development work, these methodologies can better support CSOs to produce innovations with their partners.

Fingo's approach to innovations takes place on several levels:

First, Fingo is already adopting and testing how the culture of experimentation can be practically used in our organisation. This work will continue during the new programme period. It includes components of psychological safety, adopting needed skills and practices, resourcing and clarifying the process from an idea through prototyping to possible adoptable solution. This walk-the-talk work by Fingo will help the umbrella organisation better support its members and their local partners in their innovation work.

Second, Fingo together with partners will provide training, hands-on workshops, and peer learning opportunities for the CSOs. It is important to modify and translate concepts such as human centred design thinking, prototyping into the real-world context of civil society actors. Human rights, ethical standards and voluntary, meaningful participation must be included in the work.

Third, Fingo will continue the successful practice of outsourcing experimentations to member NGOs and their local partners. Through the PB programme extension we have been and currently are outsourcing and supporting more than 20 CSO led experiments that have been typically integrated into existing development projects. Ranging from digital data gathering boosting monitoring and evaluation to using training teachers to better utilise online materials during Covid-19 lockdowns, the lessons learned from the experiments have been documented and shared with the wider development community.

Fourth, Fingo will partner and create networks between the CSOs, private sector, academia, hubs, experts, and implementers in the development innovation space to create synergies both in Finland and in the developing countries, particularly in East Africa through the PB. In our work we will use and promote the Development Innovation Principles established by International Development Innovation Alliance (IDIA) (<https://www.idiainnovation.org/>):

- 1. Invest in locally driven solutions
- 2. Take intelligent risks
- 3. Use evidence to drive decision-making
- 4. Fail fast and iterate
- 5. Facilitate collaboration and co-creation across sectors
- 6. Identify scalable solutions

Annex 5

Fingo's member organisations as of 15 April 2021

| | | | |
|---|--|---|---|
| Abilis-säätiö sr. | Dalitien solidaarisuusverkosto ry | HEED Association Finland ry | Keski-Aasian kansojen yhdistys Julduz ry |
| Adamadeya ry | David Livingstone -seura ry - The Finnish Society for International Health | Helinä Rautavaaran museon säätiö | Keski-Suomen monikulttuuristen yhdistysten liitto Wari ry |
| ADRA Finland säätiö sr | Dodo ry | Helsingin diakonissalaitos | Keskustan Opiskelijaliitto KOL |
| AEDA: Afrikkalaisten vähäosaisten lasten apu ry | Eettisen kaupan puolesta ry | Helsingin yliopiston globaali kehitystutkimus | Kestävä tulevaisuus ry |
| African Care ry | Emmaus Aurinkotehdas ry | Herättäjä-Yhdistys ry | Kirkon kasvatus ja perheasiat |
| African Diaspora Finland ry | Emmaus Helsinki ry | Hiv-säätiö | Kirkon Ulkomaanapu sr |
| Africans and African-Europeans' Association ry | Emmaus-Westervik r.f. | Homepakolaiset ry | Klovnit ilman rajoja ry |
| Agran koululaiset ry | Espoon vietnamilais-suomalainen yhdistys ry | Humaania päihdepolitiikkaa ry | Koti Katulapselle ry |
| AIESEC-Suomi ry | Familia ry | Hyvinkään Kehitysmaayhdistys r.y. | Krishnaliike ISKCON Suomessa |
| Ammattiliitto Pro ry | FDUV Förbundet de utvecklingsstördas väl rf | Hämeenlinnan Maailmankauppayhdistys ry | Kulttuuri- ja uskontofoorumi FOKUS ry |
| Apua Kolumbian lapsille ry | Fida International ry | IBBY Finland ry | Kulttuurikameleontit ry |
| Arabikansojen ystävyysseura ry, AKYS | Filha ry | ICAHD Finland ry | Kulturföreningen Etnokult kulttuuriyhdistys ry / Faces |
| Artskidcando ry | Filippiinit-seura ry | Ihmisoikeusliitto ry | Kuuloliitto ry |
| Asante ry | Finlands Svenska Pingstmission rf | Isalmen Nuorison Tuki ry | Kuurojen Liitto ry |
| Attac ry | Finnish agri-agency for Food and Forest Development ry | Indonesialais-Suomalainen Ekumeeninen Kristillinen yhdistys MAKRO-IF ry | Kuurojen Lähetys - De Dövas Mission ry |
| Avaimia ammattiin - Etiopialaisen The Good Samaritan Training Centerin tukiyhdistys Suomessa ry | Finnish Up With People Alumni Association ry | Inter-Cultur ry | Kynnys ry |
| Bali Nyonga Cultural Association Finland ry | Finnwid - Naiset Kehitystyössä ry, Finnwid-Kvinnor i utveckling rf. | Interkult Cassandra ry | Käymäläseura Huussi ry |
| Bez ry | Frikyrklig samverkan FS rf. | Interpedia ry | Lasten ja nuorten säätiö |
| Biodynaaminen yhdistys - Biodynamiska föreningen ry | FSE - Finnish Special Education in Africa ry | Invalidiliitto ry | Lieksan Somaliperheyhdistys ry |
| Caring Hands Finland ry | Furaha ry | Julkisten ja hyvinvointialojen liitto JHL ry | Liikunnan Kehitysyhteistyö LiiKe ry |
| Casamance-Suomi ystävyysseura ry | Föreningen Luckan rf | Kalevi Sorsa -säätiö | Lions Club Helsinki-Töölö ry |
| Child Hug Uganda - Finland ry | Ghana Union-Finland GUF ry | Kambodžan ystävyysseura ry | Luonto-Liitto ry |
| Corazón Grandes faddrar rf, Corazón Granden kummit ry | Globaali sosiaalityö ry | Kansainvälinen solidaarisuustyö ry | Lähetysyhdistys KYLVÄJÄ ry |
| CRASH-Coalition for Research and Action for Social Justice and Human Dignity ry | Green Living Movement Suomi ry | Kansainvälinen vapaaehtoistyö ry | Lääkäriin Sosiaalinen Vastuu ry |
| Crisis Management Initiative ry | Havulaakson lapset ry | Kansalaisjärjestöjen ihmisoikeussäätiö | Lääkärit Ilman Rajoja ry |
| | | Kansan Sivistystyön liitto KSL ry | Maa- ja metsätaloustuottajain Keskusliitto MTK ry |
| | | Kapuan Tuki ry | Maailma, me kaikki ry |
| | | Kehitysmaayhdistys Indigo ry | Maailma.net ry |
| | | Kehitysmaayhdistys Pääskyt ry - U-landsföreningen Svalorna rf | Maailman musiikin keskus ry |
| | | KehyApu Ystävät ry | Maailman sarjakuvat - Världens serier ry |
| | | | Maailmanvaihto ry - ICYE Finland |

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|--|--|---|--|
| Maan ystävät ry | PAND Taiteilijat rauhan puolesta ry | Suoma Sámi Nuorat ry | Suomen Rauhanpuolustajat ry |
| MAF Finland rf | Peabud ry | Suomalais-Filippiiniläinen yhdistys ry | Suomen Rotarypalvelu ry – Rotary Doctor Bank Finland |
| Malawin Kummit ry | Pelastakaa Lapset ry - Rädda Barnen rf. | Suomen 4H-liitto r.y. | Suomen Sadankomitea ry |
| Malawin Lasten ja Nuorten Avuksi ry | Pharmacies Sans Frontieres Suomi - Rajaton Farmasia Suomi ry | Suomen Ammattiliittojen Solidaarisuuskeskus SASK ry | Suomen Settlementiliitto ry |
| Mannerheimin Lastensuojeluliitto ry | Plan International Suomi | Suomen Baptistikirkko | Suomen Somalia-verkosto ry |
| Marokon Ystävät Suomessa ry | Pohjois-Suomen Pääskyt ry | Suomen Caritas ry | Suomen UNICEF ry |
| Marttaliitto ry | Projektilähetys Mwika ry | Suomen CISV-liitto - CISV-förbundet i Finland ry | Suomen United World Colleges -yhdistys ry |
| Maya Nepal ry | Psykologien Sosiaalinen Vastuu ry | Suomen Demokratian Pioneerien Liitto - SDPL ry | Suomen Vapaakirkko - SVK |
| Mfantseman kuw ry | Pyhän Maan Kristityt ry | Suomen Eläinlääkäreiden Kehitysyhteistyöjärjestö ry | Suomen Venäjänkielisten Keskusjärjestö ry |
| Mikkelin Kehityskaayhdistys ry | Raudaskylän Kristillinen Opisto ry | Suomen Evankelisluterilainen Kansanlähetys r.y. | Suomen World Vision ry |
| Moniheli ry | Rauhankasvatusinstituutti ry | Suomen Kansanopistoyhdistys - Finlands Folkhögskolförening ry | Suomen YK-liitto ry |
| Monika-Naiset liitto ry | Reilu kauppa ry | Suomen Keskustanuoret ry | Suomen YK-nuoret ry |
| Msingin ystävyysseura ry | Reilun matkailun yhdistys ry | Suomen Kirjastoseura - Finlands biblioteksforening ry | Suomen ylioppilaskuntien liitto (SYL) ry |
| Naisasialiitto Unioni | Ruokkikaa nälkäiset ry | Suomen Kristillinen Lääkäriseura ry | Suomi - Afganistan Akatemia AFA ry |
| Naisjärjestöjen Keskusliitto - Kvinnoorganisationernas Centralförbund r.y. | SaferGlobe ry | Suomen Kristillinen Ylioppilasliitto ry | Suomi-Afrikka yhdistysten liitto ry |
| Nakurun lapset ry | Sama Aurinko ry | Suomen Kristillisdemokraattiset Nuoret ry | Suomi-Armenia -yhdistys ry |
| Next Century Club ry | Sanzaal ry | Suomen Lepralähetys ry | Suomi-Etelä-Afrikka-seura ry |
| Non-Resident Nepali Association ry | Savitaipaleen Nuorison Tuki ry | Suomen Liikemiesten Lähetysliitto ry | Suomi-Etiopia-Seura r.y. |
| Nuorten Kotkien Keskusliitto - Unga Örnars Centralförbund - NKK ry | Savonlinnan kehityskaayhdistys ry | Suomen luonnonsuojeluliitto ry | Suomi-Gambia-yhdistys ry |
| Nuorten polku ry | SEED ry | Suomen Lähetysseura ry | Suomi-Ghana-Seura ry |
| Näkövammaisten liitto ry | Seta ry | Suomen Lähi-idän instituutin säätiö | Suomi-Intia-seura ry |
| Operaatio Mobilisaatio ry | Siemenpuu - kansalaisliikkeiden yhteistyösäätiö sr | Suomen NMKY:n Liitto ry | Suomi-Kenia Seura ry |
| Operaatio Ruut ry | SILTAKS ry | Suomen Nuorten Naisten Kristillisten Yhdistysten Liitto - NNKY-Liitto | Suomi-Korea-Seura ry |
| Opettajien Lähetysliitto ry | Snellman-korkeakoulun kannatusyhdistys ry | Suomen oikeusfilosofinen yhdistys ry | Suomi-Kuuba-Seura ry |
| Opetusalan Ammattijärjestö OAJ ry | Solidaarisuus | Suomen opiskelijakuntien liitto - SAMOK ry | Suomi-Mosambik-seura ry |
| Opiskelijoiden Lähetysliitto ry | Sosiaalialan korkeakoulutettujen ammattijärjestö Talentia ry | Suomen Pakolaisapu ry | Suomi-Namibia seura ry |
| Ortodoksisen kirkon kansainvälinen diakonia ja lähetystyö Filantropia ry | Sosialidemokraattiset Nuoret ry | Suomen Palestiinalaisten Siirtokuntayhdistys ry | Suomi-Nepal -seura ry |
| Oulu-Matagalpa-Ystävyysseura ry | Sosialidemokraattiset Opiskelijat - SONK ry | Suomen Partiolaiset - Finlands Scouter ry | Suomi-Nicaragua-seura ry |
| Palvelualojen ammattiliitto PAM ry | SOS-Lapsikyläsäätiö | Suomen Piipiaseura ry | Suomi-Sambia-seura r.y. |
| | Spartacus-säätiö | Suomen Rauhanliitto - Finlands Fredsförbund ry | Suomi-Sierra Leone seura ry |
| | | | Suomi-Somalia seura ry |

Suomi-Syyria Ystävyyssseura ry
Suomi-Tansania Seura - Föreningen Finland-Tanzania r.y.
Taksvärkki ry
Tehy ry
Tekniikka elämää palvelemaan ry
Teollisuusliitto ry
Terve Afrikka Kehitysyhteistyö ry
The Finnish Thai Association ry
Toivala-Säätiö
Transparency International Suomi ry
Transparency International Suomi ry
Tyynenmeren Saarten Ystävyyssseura ry - PIFS
Työväen Akatemia
UFF
Ugandan Community in Finland ry
Uhusiano ry
Ukrainalaisten yhdistys Suomessa ry
Ukumbi ry
Umuaka Dancing club ry
UN Women Suomi ry
Vaasan Kehityskaasa - U-landsföreningen i Vasa ry
Vammaiskumppanuus ry
Vasemmistonuoret ry
WaterFinns ry
Vienen Karjalan Ystävät ry
Viestintä ja kehitys -säätiö
Vietnam-seura ry
Vihreiden nuorten ja opiskelijoiden liitto ry
Vihreä sivistysliitto ry, Gröna Bildningsförbundet rf
Wind of Change International
Wycliffe Raamatunkääntäjät ry

Väestöliitto ry
Vähemmistöryhmien tukijärjestö OMEGA ry
YAD Youth Against Drugs ry
Yhteiset Lapsemme - All Our Children ry
Yksityisen Sosiaali- ja Terveysalan Ammattilaiset ry
Ympäristö ja Kehitys ry
Ympäristö- ja kuluttajapoliittinen yhdistys ry
Ympäristökasvatusjärjestö FEE Suomi ry
Ystävien Uskonnollinen Seura Kveekarit ry
Zimbabwen Aids-orvot ry
Äetsän Seudun Kehityskaasa ry

fingo

***A just world
- just for everyone***