



# **Fingo Strategy 2021–2024**

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## 1. Why a new strategy?

Fingo's first strategy was formulated in 2017 to support and steer Fingo, the new cooperation and umbrella organisation for development civil society organisations (CSOs) created through the merger of the Finnish NGO platform, Kepa, and the Finnish NGDO Platform to the European Union, Kehys. The strategy underlined the key role of Member Organisations in Fingo, but its direction-setting aspects were less pronounced. The new strategy clarifies Fingo's raison d'être as well as our mission and vision and provides a focus for the priorities of our activities.

The strategy describes the key changes in Fingo's operating environment and seeks to find solutions as to the tools and choices that will allow us to ensure our operating capacities and the continuity of Member Organisations' ownership even in times of uncertainty. The strategic objectives will provide guidance and focus for all of our activities, while at the same time Fingo's basic tasks will be developed on the basis of our identified strengths. Our theory of change will be finalised during autumn 2020 and appended to the strategy. To facilitate the monitoring of our strategy implementation, indicators will be created for each strategic priority. In addition, a strategic roadmap towards Fingo's vision for 2030 will be produced in the context of the programme process in autumn 2020.

## 2. Vision and mission

### Vision

A just world – just for everyone.

Justice, a sustainable future and human rights stand 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 Member Organisations. We have a shared dream that our vision puts into words. The concluding line of our vision – *just for everyone* – is linked with the UN 2030 Agenda commitment to leave no one behind (LNOB).

### Mission

Fingo acts as Finnish development CSOs' concerted driver for change to make a sustainable future and human rights a reality.

'A sustainable future' broadens our field of vision and underlines that we are looking forward, into the future. We believe that cooperation is the only way to create permanent structural solutions that allow the world to function in a just and socially, economically and environmentally sustainable manner. Action to safeguard a sustainable future and justice for developing countries in particular is at the core of our work. We take this action together with our Member Organisations and support active civic engagement.

### 3. Basic tasks

#### Fingo's basic tasks

1. **Bringing together** our Member Organisations and creating opportunities for cooperation with various actors.
2. **Strengthening** Member Organisations' capacities to operate in a changing world.
3. **Advocating** to reduce inequalities and promote human rights.
4. **Communicating** about global development issues and the work of development CSOs.

1. **We bring our Member Organisations together and create opportunities for cooperation within Fingo and with external partners.** We share our competences, learn from each other, innovate new solutions together and create partnerships. We defend an open, active and free civil society.
2. **Through training, working groups and learning materials arising from CSO needs, we strengthen CSO competences to operate amid continuous change.** We explore suitable financing opportunities for CSOs and provide Member Organisations with advice in project quality development. We monitor the CSO financing situation and safeguard the interests of our Member Organisations.
3. **Our core advocacy task is to influence political decision-making for the reduction of inequalities and realisation of human rights.** We conduct sustained 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.
4. **We communicate about the important and effective work CSOs carry out around the world in a powerful and compelling manner.** Information that is reliable and takes different perspectives into account is needed to support decision-making and choices. Our communication seeks to inspire and engage people in Finland to take action for a more just world.

### 4. Values and identity

#### Values

Cooperation  
Listening and dialogue  
Courage and proactivity in taking a stand  
Renewal and building the future

Fingo's values are related to the way we work as a cooperation organisation. Together with our almost 300 Member Organisations, Fingo fosters diversity, which is a key characteristic of well-functioning democracy and strong civil society. CSO diversity provides citizens with multiple channels for participation and influence. Courage and proactivity in taking a stand are characteristics of a strong and independent civil society actor. Renewal and building the future are aspects linked to expectations of building our new organisation on previous successes.

## Identity

Who are we and what makes us Fingo?

We – around 300 Finnish CSOs – together are Fingo. Some of us are small, some of us are big, and we work on a very wide range of issues in the arena of development cooperation, global citizenship education and sustainable development. But we all share the same dream – we want to make the world a more just and fairer place – for everyone. None of us can do this alone, but together we are stronger. This is what Fingo is about. We need the contribution of each and every Member Organisation.

Fingo's staff support and coordinate the shared efforts of our Member Organisations, but they are just one part of the bigger community. All of us together are Fingo.

## 5. Changes and key trends in our operating environment

The last years of this past decade illustrated how our operating environment is becoming increasingly unpredictable. Principles that used to be taken for granted have come under challenge. Changes and impulses affecting the climate of attitudes come and go at an ever-increasing pace.

Underlying this change are multiple interlinked megatrends, such as digital transformation, climate change, urbanisation, population growth and migration. Threats and crises affecting all of humanity, such as pandemics and climate change, have demonstrated the fragility of international cohesion, solidarity and cooperation.

The changes have a significant impact on development CSOs' work to promote human rights and reduce inequalities. Preparedness for unforeseen threats, while on the other hand also leveraging the opportunities provided by them, call for active and systematic anticipation of various futures.

The COVID-19 pandemic raging across the world at the time of writing of this strategy has also had a multitude of impacts on economy, trade, intergovernmental cooperation, social relations and the status of people across national and social class boundaries.

In recent years, more and more developing countries have been moving towards middle-income status, and economic growth has been significant. It has been estimated that the global consuming middle class will more than double from 2 billion to 5 billion by 2030. At the same time the World Bank projects that the COVID-19 pandemic could push 49 million people into extreme poverty this year – the first increase in global poverty in 22 years. This means inequalities are growing. Already today, the richest 1% of the population owns almost half of the world's wealth, while the poorest half owns 1%.

Another significant problem is the unsustainability of continuous economic growth. We have reached the carrying capacity of the Earth. CSOs are calling for a new kind of economic system based on the promotion of wellbeing within the limits set by environmental sustainability, with future generations taken into account.

Climate change poses a threat to the future of the whole of humanity and of our planet. The signs of change are becoming more and more tangible, and climate change is widely acknowledged to be a human-made disaster. The impacts of climate change can be seen as issues including food and water shortages, humanitarian disasters, rising tensions between people, economic instability and migration.

Climate action has been slow at the international and national level alike. Binding agreements on the implementation of the Paris Agreement on climate change have not been achieved. In addition, progress in the formulation of national climate strategies has been sluggish.

Impacts of climate change can also be seen in the work of CSOs. Years of work towards sustainable development may go to waste if the causes and consequences of climate change are not tackled. A just world and a sustainable economy cannot be achieved without efforts on climate action. Climate change calls for development CSOs to acquire new competences and to possess flexibility and the capacity to change in response to an uncertain operating environment.

The UN 2030 Agenda is a significant joint undertaking to eradicate extreme poverty, reduce inequalities within and between countries and combat climate change. While the 2030 Agenda is an intergovernmental agreement, other actors also play an important role in the achievement of its goals. The 2030 Agenda also creates a common framework for the entire development sector, including Fingo and our Member Organisations.

Development cooperation as part of the entire broad array of policies and tools still remains a significant mechanism that Finnish CSOs can use to make a difference towards realising sustainable development and human rights in the lives of the most vulnerable groups of people around the world. Development challenges are becoming increasingly complex and call for new kinds of CSO capabilities and strategic partnerships across sectoral and geographical boundaries.

The achievement of sustainable development and the Sustainable Development Goals (SDGs) of the 2030 Agenda call for private-sector participation both as provider of financing and as actor. The primary responsibility for the implementation of the SDGs still lies with states, but the private sector can, when acting responsibly, have a significant impact on the achievement of the SDGs and generally on the realisation of human rights. Corporate responsibility is expected to manifest in business operations, investments, taxation, capital expenditure, use of development cooperation financing, innovations and the quality of the jobs created by businesses.

Digitalisation and the technological innovations that make use of it open up new opportunities to solve big problems. For example, the major emergence of digital services and access to information in developing countries, too, offers huge potential for the promotion of the rights of the poorest and most vulnerable people. Technology also involves risks: it may further boost the trend for increased inequalities, as not everyone has access to global, free information online. In addition, artificial intelligence (AI) is employed to automate processes based on the current structures that generate inequalities. If discriminatory data is fed into AI, AI also becomes discriminatory. New technology can also be used to monitor and control people.

Many governments seek to contain growing internal dissatisfaction in their country by painting pictures of external threats, and these threats are also used to justify restrictions of citizens' rights. Extremist political movements and parties are also growing more popular by pushing simple solutions to complex problems. For civil society actors, this may translate into lesser justification and acceptability of their activities if their view of civil and human rights is no longer shared by the general populace.

## 6. Strategic priorities 2021–2024

<b>MAIN OBJECTIVES SET FOR STRATEGIC PRIORITIES</b>			
<b>1. CSOs with capacity for renewal</b>	<b>2a. Sustainable economy</b>	<b>2b. Climate justice</b>	<b>3. Stronger communication</b>
Fingo and its Member Organisations have a culture of experimentation and capacity for renewal.	The policies of Finland and the EU reduce inequalities and support a transition to a globally fair and sustainable economic system.	Finland and the EU provide stronger support for the preparedness and adaptation of developing countries to the consequences of climate change in order to eradicate inequalities and realise human rights.	Solving global challenges and strengthening those who are weaker is broadly regarded in society as important work to which Finland and people living in Finland must contribute their share.

The strategic priorities selected for 2021–2024 respond to the needs arising for development CSOs from the trends, challenges and opportunities of the external operating environment. The selections were influenced by the results of the Fingo Member Organisation survey and feedback received from stakeholders. The priorities and the criteria employed in their selection were also assessed in the light of Fingo’s identified strengths and weaknesses.

The strategic priorities come together into a single, integrated whole. Their interlinkages create synergies and make our strategic objectives more achievable. The strategic priorities and the respective objectives are not isolated from Fingo’s basic tasks, either. Instead, they influence all of them. Our strategic objectives build on the strengths identified in our basic tasks.

## CSOs with capacity for renewal

PRIORITY	STRATEGIC MAIN OBJECTIVE	STRATEGIC SUBOBJECTIVES
CSOS WITH CAPACITY FOR RENEWAL	Fingo and its Member Organisations have a culture of experimentation and capacity for renewal.	<ol style="list-style-type: none"> <li>1. CSOs have together enhanced their anticipation skills and experimentation competences, and they use all available technological solutions to increase the effectiveness of their work.</li> <li>2. They seek to cooperate with various sectors and generate globally sustainable change by developing new solutions with them.</li> <li>3. CSOs have strengthened their competences in communication for change and advocacy on sustainable development issues.</li> <li>4. They know how to support the motivation and resources of people taking part in their work and to address new people in an inspiring manner.</li> </ol>

One of Fingo’s key basic tasks arising from our role and mission is strengthening our Member Organisations’ competences and opportunities to carry out their work. This includes improving development cooperation, global citizenship education as well as advocacy and communication skills, providing financing advice based on CSO needs, and interest representation towards decision-makers and the sector’s financing providers. Learning from others and supporting work arising from the CSOs’ own starting points are core aspects for Fingo.

CSO work towards the UN SDGs calls for sustained and determined commitment. Many of today’s phenomena pose a challenge to CSOs and their capacity for renewal and for keeping up with developments. The rapidly changing and hard-to-predict operating environment and capacity for related responses were a challenge for CSOs even before the COVID-19 pandemic. The rapid evolution of technology opens up huge opportunities for developing countries, too, but CSOs must remain awake to the risks involved in terms of considerations such as human rights or increasing inequalities.



In recent years, there has been an emphasis in development cooperation on crossing boundaries and cooperating with new partners. CSO competences relating to the grassroots level of developing countries may also help public- and private-sector actors implement their development objectives. The media environment and forms of communication are constantly evolving, and new competences are required in their use so that CSOs can make insightful contributions to the coverage of global issues in Finnish society. CSOs also face a challenge in the accelerating pace and rising individual-centrism of activism: there are world-changing phenomena taking place on the initiative of individuals, independently of organisational structures. At the same time, CSOs are suffering from their space shrinking in a considerable part of the world's countries, and their activities are being restricted. These challenges concern all of us.

The subobjectives selected for the priority 'CSO capacity for renewal' are skills that emerge from trends and challenges and that development CSOs should strengthen in the coming years to keep abreast of overall development. Being forward-looking requires anticipation skills, being innovative requires experimentation skills and being more effective often also requires sufficient technological competences. With these, CSOs are perceived by a variety of actors as innovative, attractive cooperation partners, which is what the second subobjective is about. If CSOs see their role as reaching beyond their own sector, they are capable of wide-ranging, meaningful cooperation with various actors. This way they can boost their impact. Organisations that CSOs cooperate with may also turn into partners who support our advocacy work with the same messaging.

Communication for change and advocacy competences are key basic skills of CSOs with capacity for renewal. At Fingo we can support the reinforcement of these skills and learning taking place between CSOs.

The last subobjective has to do with a people focus. Looking after the wellbeing of the people involved in a CSO's activities – whether they be volunteers, elected officials or employees – is vital for CSO activities, and people are the most valuable resource for generating change. On the other hand, the future of CSOs is also largely dependent on how they manage to inspire and engage new people, including the young. CSOs should acquire skills related to aspects such as motivation, experienced meaningfulness, empathy and processing of emotions. How can CSOs position themselves for people in a way that they are still regarded as a relevant channel for action and influence in a changing society?

Although our work under the priority 'CSO capacity for renewal' will focus on a few selected competence areas and CSOs interested in these, it is obvious that the fruits of this work, the lessons learned and insights gained, will be of broader benefit to the entire CSO field as well. New competence needs that affect CSOs' capacity for renewal may also emerge during the strategy period, and these must be addressed by Fingo.

'CSO capacity for renewal' is strongly linked to our other strategic main objectives as well, and these will be taken into account in actions under this objective. One of the vital skills of a development CSO that keeps up to date and has capacity for renewal is the ability to analyse the situation and modify its activities in the field of inequalities, systemic development and sustainable economy and to look for ways to improve the climate sustainability of its own activities. CSOs should know how to communicate effectively by using messages and tools that are suitable for today's people. Through good communication to Member Organisations, Fingo can generate interest among them in trying out new tools created in the 'CSO capacity for renewal' context and in increasing their competences. On the other hand, the learning perspective can be taken

into account in CSOs' shared advocacy processes and communication.

### Rationale for the selection of 'CSO capacity for renewal' as a priority

5. **Agility, self-organisation and renewal are approaches that are gaining ground in the CSO world.** The rapidly changing, demanding and difficult-to-predict operating environment and, on the other hand, the mainstreaming of systems thinking have generated CSO interest in a culture of experimentation, service design and new ways of working. Forerunner CSOs seek to move away from silos and look outside the box to find inspiration for their activities from other sectors. To introduce new kinds of approaches, CSOs need to be prepared to invest in continuous learning and shake up traditional organisational structures.
6. **Technology opens up new opportunities for civil society to solve big problems that until now have appeared insoluble.** To an increasing extent, CSOs are using new technology that helps them create networks, share information and find solutions to development problems. But what is the minimum level that everyone should master? Who is left behind? Fingo is well-placed to clarify the role of CSOs in relation to technology, to share and strengthen CSO competences but also to flag potential challenges from perspectives such as digital development and inequalities.
7. **Businesses are also assuming an increasingly active role as societal influencers, including in development cooperation.** CSOs are actively seeking opportunities for cooperation with businesses. There is a perceived need for extensive dialogue while at the same time preserving the distinct character of CSOs. Development cooperation is changing from a field dominated by Northern providers of financing into a complex ecosystem inhabited by businesses, unaffiliated movements, major donors, public figures, developing country financing providers and the like.
8. The challenge for CSOs is to keep people involved – young people in particular. **Activism is becoming faster-paced and more individual-centric.** Frustration with the slow pace of societal change along with access to social media platforms have transformed active citizenship. Things emerge outside the confines of CSO structures. For some young people, membership in a CSO is an alien concept. Greta Thunberg inspires people in a way that CSOs have not managed to do. People consider what participation or helping others can give them in return. CSOs need to learn how to approach people in new ways, as there is much will to take action in response to global challenges.

## Sustainable economy and climate justice

PRIORITY	STRATEGIC MAIN OBJECTIVE	STRATEGIC SUBOBJECTIVES
SUSTAINABLE ECONOMY	Finnish and EU policies reduce inequalities and support a transition to a globally fair and sustainable economic system.	<ol style="list-style-type: none"> <li>1. Sustainable development financing from Finland and the EU has reduced inequalities in developing countries and poverty in the most vulnerable communities.</li> <li>2. The perspective of the developing countries and the reduction of global inequalities are taken into account in the key policy processes employed by Finland and the EU to build a climate-sustainable wellbeing economy.</li> <li>3. The post-COVID-19 actions of Finland and the EU support a globally sustainable economy and promote the private sector's responsible business and its role in development.</li> </ol>

Arising from the Fingo mission, our basic advocacy task together with our Member Organisations is to influence political decision-makers to reduce inequalities and to make human rights and a sustainable future a reality. This means Finland and the EU transitioning to a comprehensive policy of global responsibility that promotes and complies with international agreements broadly across all administrative branches, not just in development policy. In line with Fingo's basic task, we will engage in advocacy together with our Member Organisations and as an independent actor authorised by our Member Organisations while also supporting our Member Organisations in their own advocacy work. The extensive contacts of CSOs in developing countries allow also the voice of civil societies in the global South to be heard loud and clear in our advocacy work. The 'leave no one behind' principle of the UN 2030 Agenda is at the core of Fingo's advocacy work.

### Rationale for the selection of 'Sustainable economy' as a priority

1. **Eradicating inequalities and achieving global justice and sustainable development call for new types of action by all of the various societal actors** in a rapidly changing world. Achieving these objectives requires a sustainable economic system that takes environmental carrying capacity and people's wellbeing into account. It is particularly important to take into account the poorest and most vulnerable people who, as a rule, suffer the most from the prevailing growth-oriented economic system and the consequences of climate change and, most recently, from the consequences of the COVID-19 pandemic.

It is estimated that the revenue generated by the top 50 corporations in the world equals the GDP of the 128 poorest countries in the world. Therefore it is not insignificant from the human or the environmental perspective how corporations operate and where they focus their business.

- 2. The international economic system is undergoing a transformation that will bring about change in both providers of financing and in monetary flows.** The UN has estimated that the financing gap to implement the Sustainable Development Goals (SDGs) in developing countries alone exceeds USD 2.5 trillion annually until 2030. It is also important to recognise that the private sector plays a key role in building a sustainable and just economy both as provider of financing and as actor.

From the perspective of reducing inequalities, it is vital that a significant part of monetary flows is channelled for support to disadvantaged groups and that financing promotes sustainable development. Annual Official Development Assistance (ODA) amounting to around USD 140 billion is only one component of financing for sustainable development.

ODA as the only purely concessional type of financing is, however, important for the most fragile countries in particular. Together with Member Organisations, we will continue our sustained advocacy work to raise the Finnish ODA level to 0.7% of gross national income (GNI).

- 3. The COVID-19 pandemic that has shaken the world dramatically is not only a global health threat but also a human development crisis** that even now is having unprecedented impacts on the economic and social dimensions of development. The UN Secretary General Antonio Guterres has warned that the COVID-19 pandemic could push millions of people into extreme poverty and that the economic fallout of the pandemic threatens to widen political and social disparities even further. It is clear that the pandemic will increase the need for sustainable development financing.

For Fingo, the priority ‘Sustainable economy’ means that the starting point of all of our advocacy work is our goal of a systemic change towards a just and sustainable economy where the multiple dimensions of inequality are taken into account. There must be a transition from the current economic system based on overconsumption and inequalities to a globally just and sustainable economy where the overriding principle is to safeguard human and environmental wellbeing. By making ‘Sustainable economy’ a strategic priority for the next four years, we wish to ensure that Finland and the EU recognise the multiple dimensions of growing global inequalities, including the consequences of the COVID-19 pandemic, and take consistent action to promote a climate-sustainable wellbeing economy in development policy as well as in their other international activities.

PRIORITY	STRATEGIC MAIN OBJECTIVE	STRATEGIC SUBOBJECTIVES
CLIMATE JUSTICE	Finland and the EU provide stronger support for the preparedness and adaptation of developing countries to the consequences of climate change in order to eradicate inequalities and realise human rights.	<ol style="list-style-type: none"> <li>1. All development cooperation supported by Finland and the EU is climate sustainable.</li> <li>2. Climate financing provided by Finland and the EU to developing countries is sufficient, of high quality and effective.</li> <li>3. Adaptation measures promote the wellbeing of people in developing countries.</li> </ol>

### Rationale for the selection of 'Climate justice' as a priority

1. **Climate change is one of the greatest threats of our time to the realisation of human rights.** According to the Intergovernmental Panel on Climate Change (IPCC), climate has a negative impact on the lives of more than a billion people around the world. It threatens people's fundamental rights to life, health and wellbeing, adequate food, water, livelihood and a clean environment and has a particular impact on the lives of people in vulnerable situations in developing countries.

The World Bank estimates that climate change could push more than 100 million people back into poverty by 2030. This risk is considerably heightened by the consequences of the COVID-19 pandemic. Recent years have seen greater understanding of the climate crisis not being a mere scientific phenomenon but a highly complex human rights issue whose solution calls for extensive international cooperation and political will.

2. **Climate change affects everyone everywhere, but countries have hugely divergent resources to respond to its impacts.** Impacts in developing countries in particular are manifold and can be seen as e.g. food and water shortages, humanitarian disasters, rising tensions between people, economic instability and increased migration. Entire regions become uninhabitable and people are very differently equipped to prepare for changes in their living environment, which results in growing poverty and inequalities caused by climate change. The World Bank estimates that, by 2050, 143 million people in Latin America, Asia and Sub-Saharan Africa could be forced to move within their own countries to escape the impacts of climate change.
3. **The least-developed countries in particular need financial support for climate change mitigation and adaptation** and, to an increasing extent, to compensate for damage and loss caused by climate change.

Support for these countries' adaptation measures helps foster the ability of people to respond to their changing circumstances in a dignified manner. Because the consequences of climate change are manifold and affect many different sectors, adaptation measures must also address societal structures through the various sectors.

4. **The causes and consequences of climate change also threaten the accomplishments of years of development cooperation.** Development cooperation and climate sustainability must be aligned with each other so that, rather than having negative climate effects, development cooperation supports people's opportunities to adapt to their changing living environment. Climate-sustainable development cooperation takes into account the impacts of climate change on the achievement of development objectives and seeks sustainable and innovative solutions to prevent the negative impacts of climate change on the realisation of people's rights.

For Fingo, the priority 'Climate justice' means that in advocacy work climate change is seen first and foremost as an issue of justice and human rights. Climate change does not treat people equally. Its effects are felt most by the poorest and most fragile countries and communities that are the least equipped to prepare for and adapt to the changing circumstances. It is obvious that, without successful preparedness and adaptation to the diverse impacts of climate change, poverty and inequalities in the world will continue to grow.

#### **About the implementation of the 'Sustainable economy and climate justice' priority**

Sustainable economy is a broad theme and affected by a multitude of factors that often fall outside the traditional development sector. The long-term goal is to achieve an economic system that is global, sustainable and promotes people's wellbeing. Climate justice and addressing climate change as a human rights issue is also a new angle with objectives whose achievement requires sustained effort.

It is crucial for the implementation of the priority and for the achievement of results to formulate a four-year implementation plan for sustainable economy and climate justice advocacy work that is based on comprehensive analysis. Analysis will help us map out the stakeholder groups, identify synergies, focus objectives and select relevant advocacy tools.

As an umbrella organisation, we seek to influence political decision-makers in Finland and the EU. We will identify the key policy processes and advocacy windows at the national as well as EU level. Through these, we will be able to promote sustainable economy and climate justice together with our Member Organisations and other relevant stakeholders.

The identified sustainable economy advocacy work areas include private-sector investments, tax system development, corporate responsibility and responsible business, the European Green Deal, and various sustainable economy forums.

As regards climate justice, we seek to exert influence together with our Member Organisations so that Finland and the EU will more strongly support developing countries' preparedness and adaptation to the consequences of climate change in order to reduce inequalities and realise human rights. In addition, we will engage in advocacy work to e.g. raise Finland's climate financing to a sufficient level so that Finland can shoulder its global responsibility and fulfil its international commitments. The most important objectives will be defined by the end of 2020 on the basis of analyses made for the advocacy work implementation plan.

Our Member Organisations have endorsed the promotion of a sustainable economy and climate justice, and these are regarded as suitable advocacy themes for an umbrella organisation as they require expertise, resources and the building of a broad collaboration front across sectoral boundaries. At the same time, it is regarded as important to strengthen Member Organisations' competences relating to sustainable economy and climate justice.

Integrating more in-depth advocacy competence and thematic contents into practical advocacy work makes learning a natural element of all of Fingo's advocacy work. Advocacy communication in turn is a key tool in the advancement of our advocacy objectives. The strategy period will put a special focus on advocacy communication targeted at political decision-makers together with and supported by Fingo's communication unit.

## Stronger communication

PRIORITY	STRATEGIC MAIN OBJECTIVE	STRATEGIC SUBOBJECTIVES
STRONGER COMMUNICATION	Solving global challenges and strengthening those who are weaker is widely regarded in society as important work to which Finland and people living in Finland must contribute their share.	<ol style="list-style-type: none"> <li>1. Fingo’s messages have influenced decision-making: the perspective of people living in developing countries is taken into account when decisions are being made.</li> <li>2. Fingo has come to be viewed as the collective voice of the development CSO field. Communication takes place in close strategic cooperation with Member Organisations, whose messages are actively highlighted in Fingo’s communication.</li> <li>3. Decision-makers and citizens have knowledge of the underlying issues and causalities of global challenges, and they also know – and want to promote – the work of Finnish CSOs and the impacts of this work in the world.</li> <li>4. Global topics are discussed in society polyphonically and, to an increasing extent, beyond our specific sector.</li> <li>5. Civic activity is inviting and attractive – willingness to take part has grown.</li> </ol>

Communication is one of Fingo’s basic tasks. We communicate powerfully and compellingly about global topics and the work carried out by CSOs around the world. In the prevailing global situation and the continuously changing operating environment, stepping up our communication efforts is regarded as particularly important to achieve Fingo’s objectives.

The roots of global challenges go deep into societal structures. It takes not only understanding and persistent effort but also political will and the underlying solid support of the general public to change these structures. Strong advocacy work needs to be supported by a special focus on communication efforts. Our shared aim that the whole society regard solving global challenges and strengthening those who are weaker as important work to which Finland and people living in Finland must contribute their share.

### Rationale for the selection of ‘Stronger communication’ as a priority

#### 1. Global challenges can only be solved through cooperation

Even in the face of big issues, humans are adaptable and resourceful. The only way



we can solve challenges affecting the entire world is through shared action. Successful cooperation requires a foundation provided by reliable, diverse and clear information as well as open and respectful interaction – people must burst out of their likeminded bubbles.

Studies have shown that in difficult times people become more involved and willing to help each other. When the situation drags on, there is a risk of people becoming frustrated and losing interest or the focus of their compassion shifting to only supporting their own immediate community. Instead of pulling together, confrontations begin to emerge.

## **2. Global issues are deficiently covered in public debate**

Themes of global justice and sustainable development, especially from the perspective of developing countries, are given insufficient coverage in the mainstream media. The authorities focus on the official communication of their respective administrative branch and CSOs on communication and fundraising efforts focusing on their own activities.

It is a natural role for Fingo to serve as the collective voice of the development CSO field and to profile itself more actively as a communicator that provides background analyses of global topics, is fact-based and responsible, takes multiple perspectives into account and is solution-oriented. In addition to decision-makers and experts, our communication on global themes will seek to attract the attention of citizens with a positive or neutral position on these topics.

## **3. The operating environment of CSOs is undergoing a transformation – reaching objectives requires new approaches**

Public financing allocated to development cooperation has declined, and CSOs need to be able to cooperate in new ways with the private sector and private donors. Civic activism is also changing shape. Instead of registered associations, people to an increasing extent are acting through their own informal networks. Young people in particular find the traditional advocacy channels too rigid.

Fingo's communication approaches and reach of target groups must also be developed continuously in the changing operating environment. For us to be able to reach the objectives set, we must be capable of responding to the change trends. We also need the solid support of the general public behind the things we represent.

For example, the rising influence of talented speakers and the shrinking role of the written word, in particular among younger target audiences, calls 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. We must be able to communicate with styles and contents that reach the various target audiences in the channels that they follow. This means actively using even more diverse content types (incl. image, video, animation, audio, infographics) and employing new communication channels or the re-profiling and creative enhancement of existing ones.

#### **4. Member Organisations benefit directly from Fingo's stronger communication**

Reaching a broader audience, increasing knowledge and understanding relating to global topics, developing a more positive climate of attitudes regarding these topics, and generating change are also strongly in the interests of Fingo's Member Organisations. Stronger joint communication efforts designed and delivered in close cooperation with Member Organisations on jointly selected global themes will generate direct added value for Member Organisations.

Stronger communication will also support Fingo's basic tasks and other strategic objectives, such as strengthening CSO capacity for renewal and competences as well as advocacy work on the selected themes. Moreover, it supports our mission as CSOs' concerted driver for change and reaches towards our vision of a world that is just for everyone.

#### **Communication during strategy period 2021–2024**

During the 2021–2024 strategy period, advocacy communication is Fingo's most important communication task. Fingo's advocacy priorities – sustainable economy and climate – will also be emphasised in our advocacy communication.

Our other key main task is strengthening our Member Organisations' communication. Communication outputs will be produced in close strategic cooperation with Member Organisations through e.g. joint planning of themes to be communicated and producing communication together. Fingo's role is to act as the collective voice of our Member Organisations. Member Organisations' messages will be shared actively through Fingo's communication, and their communication competences will be strengthened through measures such training and other regular cooperation.

Strengthening Member Organisations' communication competences and improving the attractiveness of civic activity are strongly linked to our 'CSO capacity for renewal' priority, which in practice will be seen in contexts such as training contents. Correspondingly, the need to improve anticipation and experimentation skills applies equally to Fingo's communication. In addition to joint communication outputs with Member Organisations, efforts will be made to create strategic communication partnerships also between other actors and Fingo's communication in order to reach a broader audience.

Fingo will also communicate to the general public, where the target demographic will be people with a positive or neutral position on global topics. Where appropriate, our advocacy communication topics and focuses will also be taken into account in global education communication aimed at the general public.

Stronger communication also means strengthening our communication culture at Fingo. Everyone at Fingo will communicate about our common work as part of their own work. Going forward, we will communicate – as an organisation, as individuals working in our organisation and together with our Member Organisations – in a manner that is more systematic, efficient and effective, broader and based on carefully assigned responsibilities.

## 7. Resource use

Strategically justified functions can be strengthened through means such as:

- strengthening expertise;
- focusing networking;
- increasing efficiency in administration and support functions;
- evaluating the need for work and meeting spaces and increasing remote working;
- diversifying our financing base by identifying and utilising new income sources.

More detailed plans for resource use will be made and specified further in the contexts of programme planning and annual action plans.