

Evaluation Report

Evaluation Fingo Powerbank

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Abbreviations

AI	Artificial Intelligence
CBO	Community-Based Organisation
COVID-19	Coronavirus disease 2019
CSO	Civil Society Organisation
ICT	Information and Communication Technology
MFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisations
SDG	Sustainable Development Goals



Executive summary

Introduction

The Powerbank programme extension financed by the Finnish Ministry of Foreign Affairs was initiated in 2020 to support the Fingo programme and increase civil society's capacity for innovation, technological solutions, and private sector collaboration. The objectives were to support Finnish and Eastern African civil society organisations to network and collaborate more with businesses, to increase knowledge and skills on digitalisation, innovation, and collaboration with the private sector, and to experiment and apply technological solutions more, leading to Finnish and Eastern African CSOs being more effective in their work. The Powerbank programme extension also included the cross-cutting themes of gender equality and the status of women, the rights of people with disabilities, and climate sustainability.

As the programme extension finished in 2021 and a new Fingo programme will start in 2022, a final evaluation of the Powerbank interventions was required. This evaluation offers an opportunity to reflect and learn from the past programme and its results and recommendations will be used for the upcoming programme (2022 - 2025) and communicated with key stakeholders for accountability and learning.

The evaluation used a participatory mixed methods approach, using documentation review, a story-based survey and key informant interviews. In total, 14 key interviews took place with Powerbank and Fingo staff, member organisations, partners of member organisations, innovation partners (Finnpartnership and Eastern African innovation hubs) and representatives of other umbrella organisations, involving 24 different people. 53 member organisations and their partners responded to the story-based survey, including 25 respondents from Finland, 24 from Eastern African countries and 4 respondents from elsewhere. They represent 43 different organisations. The results of the story-based survey can be accessed via this online interactive report: <https://visualizer.sprockler.com/en/open/fingopowerbank>. Information from the documentation review, the story-based survey and the key informant interviews were used to answer the evaluation questions on relevance, effectiveness, and coherence.

Relevance

Powerbank objectives and approaches have been relevant for member organisations and their partners. The objectives regarding CSOs applying technological solutions and gaining new knowledge and skills on digitisation and innovation are relevant objectives (83% and 81% of survey respondents respectively consider the objectives highly relevant). The objective of collaboration with the private sector is also appreciated (64% considers it highly relevant), but more could be done to ensure its relevance, particularly in its practical implementation. The objectives and approaches have been relevant for both member and partner organisations, and particularly so for Eastern African organisations. The experimentation approach, the geographical focus on Eastern Africa, the active involvement of Eastern African CSOs and the added value to Fingo's overall mandate also contributed to the perceived relevance of Powerbank.

Powerbank objectives and approaches have also been relevant for the changing context of development cooperation (79% of survey respondents considered them highly relevant). To stay relevant in the future, the evaluation identified seven key trends stakeholders said Powerbank should take into consideration. They include more collaboration between CSOs and companies, changing donor dependency of CSOs, voluntary-based organisations losing ground, drive for equal exchange, need for capacity building on technology, risk of increased inequalities linked to digitalisation and privacy risks.

The comparison to other umbrella organisations shows that a more advocacy-oriented role can help advocate for issues that are considered important, but that there are difficulties in executing it. A more neutral position allows for more open dialogue with all kinds of actors but limits the possibility of making an impact on certain key themes. Additionally, with more content-oriented themes, an umbrella organisation can directly influence certain topics. However, it also limits the inclusion of other potentially emerging themes.



Effectiveness

Different results have been delivered to member organisations. Stakeholders gained new contacts or partnerships inspired or facilitated by Powerbank in 2021 (34 survey respondents gained new contacts or partnerships). A total of 482 new contacts were gained in 2021, mainly consisting of Finnish CSOs, Eastern African CSOs and Finnish businesses. Powerbank activities and networks have been useful for creating new contacts (an average score of 4 out of 5), particularly so for Eastern African CSOs. Stakeholders learned about different ways of working with the private sector. Even if not all members formed new partnerships with companies, CSOs opening up to possibilities is already a noteworthy result. In addition, stakeholders were inspired or were supported by Powerbank to apply for new funding (64% of survey respondents).

Members and their partners learned more about the possibilities of using technology for development. Powerbank activities and networks have been useful for gaining knowledge and skills (an average score of 4 out of 5). Learning about using technology in their work was most useful. The new knowledge and skills have been applied in the organisations, with examples of CSOs changing strategies, mainstreaming digitalisation in their programmes, and adopting technological approaches.

The evaluation shows that stakeholders have adopted technological solutions in 2021. 27 different tools were adopted by 32 different organisations in 2021. Powerbank provided CSOs with the courage, the skills, and the funding to start experimenting with technological solutions. In particular, the outsourced experimentations led to many tangible results in CSOs adopting new technological solutions or learning from the experiences of others. The adoption and experimentation of technological solutions brought benefits for stakeholders, mainly including more efficient operations, more accurate information, and easier and more efficient communication, but these benefits are only moderately significant for their organisations (53% of survey respondents considered them very significant).

In short, the Powerbank objectives have been achieved and Powerbank had an impact on CSOs becoming more effective in their work. The increased effectiveness of CSOs already had some concrete effects on the people with whom they work, showing a few examples of achieving Powerbank's ultimate impact of contributing to development changes. Results have also been achieved on cross-cutting themes, most notably on the rights of people with disabilities and gender equality. No results have been achieved in relation to climate sustainability.

Several assisting factors contributed to the achievement of these changes. The Powerbank team was approachable, used a practical approach, included local support, organised relevant and flexible events and experimentations, facilitated networking and peer learning opportunities and shared practical resources. Members and partners had time and capacity available, used expertise and skills of partners, built on existing networks, programmes and experiences with the private sector, were willing to experiment and actively involved local communities and target audiences. As external factors, the COVID-19 pandemic facilitated online conversations, conducive contexts in Eastern African countries and sufficient network and Internet connectivity facilitated innovations and the pressure to change inspired innovation and digitalisation.

Several limiting factors have also been noted. For the Powerbank interventions, time for experimentations was considered short, involvement of businesses and universities insufficient, the geographical focus narrow and the event-orientation with innovation hubs not sustainable. For members and partners, time, human, financial and technological resources to dedicate to participation and innovation was sometimes restricted. There was also some resistance to change and pilot fatigue. Externally, limited network and internet connectivity and COVID-19 affected collaboration and innovation.

From the comparison with other umbrella organisations, the dilemma between focusing on short-term activities or long-term processes emerges. Short-term processes, like Powerbank's experimentations, can yield quick practical results that do not need a lot of resources. Longer co-creative processes like those of Partos and Globalt Fokus cost more resources and are not sure to yield practically applicable results. On the other hand, there is also power in the co-creative process involving different members and stakeholders to address a particular issue with members taking more ownership in the design of an innovation or solution.



Coherence

Powerbank implementation has been internally coherent in Fingo. The themes emerged from within Fingo and the experimental approach of setting up Powerbank is congruent with Powerbank's current approach, for example in the integration of more Eastern African CSOs in Powerbank and the presence of team members in Kenya. The Powerbank objectives are linked to the wider Fingo objectives. Powerbank takes a more practical approach compared to other more advocacy and awareness-raising approaches within Fingo. As this approach assists Powerbank in its role as a connector, this is also in line with Fingo's overall objectives. Implementation is also coherent within member organisations. The activities fit well with the activities done by members (70% of survey respondents consider them to fit very well).

Compared to other umbrella organisations, there are differences in the internal structure, in existing as a separate entity (Partos Learning and Innovation Programme and Powerbank to a certain extent) or having innovation integrated into the whole organisation (Globalt Fokus). Operating as a separate programme with a separate team and budget simplifies operations and makes it clearer for members. It can, however, also create more distance to other teams in the organisation, requiring more attention for the coordination of activities.

Discussion

Several dilemmas Powerbank, as an umbrella organisation seeking to promote innovation, faces emerge from the evaluation. Powerbank would do well to continue reflecting on these dilemmas. They include a promoting safe-to-fail approach versus operating in a context requiring results, the goal of making money (businesses) versus the goal of making an impact (CSOs), the ultimate aim of growing (businesses) versus the ultimate aim of becoming redundant (CSOs), the role of connecting people versus the role of facilitating partnerships, and the position of promoting Finland versus the position of facilitating global exchange.

Recommendations

It is recommended for Powerbank to continue the exchange and peer learning opportunities and to continue with experimentations. In addition, it is recommended to elaborate the focus on collaboration with the private sector to include a wider range of actors that can support CSOs with different forms of funding and increase their sustainability. In this way, the new ideas about collaboration can translate to actual collaborations in practice and the element of inspiring funding can be further integrated into Powerbank interventions.

To ensure the sustainability of the experiments and experimental approach, Powerbank could benefit from more collaboration with the more advocacy-oriented parts of Fingo. This could mean more advocacy on collaborating with others and innovation and longer-term training courses to enhance capacity. This connection is also beneficial for other Fingo units, as the concrete practical results achieved by Powerbank, provide speaking power for Fingo as a whole. It is also recommended to clarify the cross-cutting themes, particularly climate sustainability, and the collaboration with innovation hubs in Eastern Africa.

In the move towards equal exchange, it is worth reflecting on the position of Powerbank as receiving funding from the Finnish MFA with the requirement of stimulating Finnish businesses and CSOs and the traditional set-up of the Global North funding the Global South (through experimentations). Although the experimentations are discernibly meeting a need and producing great results, for Powerbank to address this trend, this aspect of financing can be reconsidered in the long-term, either by further clarifying the differences between experiments and projects or by considering adopting different, innovative forms of financing.

Regarding internal coherence, Powerbank can be inspired by Globalt Fokus in weaving innovation into the fabric of the organisation as a whole and can learn from Partos that it is important to remain connected to Fingo, particularly regarding network-building.

Lastly, it is recommended to clearly define and consistently refer to the objectives for the Powerbank interventions in the new programme.



1. Introduction

This report shares the results of the 2021 evaluation of the Fingo Powerbank programme extension. This first chapter introduces Fingo, Powerbank and the evaluation. The second chapter outlines the methodology used in the evaluation. The third chapter provides background information regarding the respondents to the story-based survey and their answers. Chapters 4,5 and 6 present the key findings per evaluation question. Chapter 7 provides discussion points and reflections from the evaluation team. Lastly, chapter 8 provides conclusions and recommendations for the future.

1.1 Fingo Powerbank project

Fingo programme 2018 - 2021

Fingo is an umbrella organisation bringing together 272 development NGOs. The NGO platform strives to build a fairer world for all. Fingo came into existence from the merger between Kepa and Kehys in 2018. The Fingo programme runs from 2018 to 2021 and aims to support civil society actors in making sure their work in global development is impactful and sustainable. To do this, Fingo supports member organisations, influences political decision-making to encourage action and change, and increases citizens' understanding of global development.

Powerbank programme extension 2020 - 2021

To support the ongoing Fingo programme, Fingo initiated the Powerbank extension in 2020. The extension is financed by the Finnish Ministry of Foreign Affairs (MFA). The Powerbank project aims to increase civil society's capacity in the areas of innovation, technology solutions and corporate collaboration.

Powerbank's Theory of Change and results framework describe the short-term and long-term changes the Powerbank wants to contribute towards. Drawing from these two sources and for the purpose of this evaluation, the objectives of the Powerbank project have been summarised as follows:

- *Network:* Finnish and Eastern African civil society organisations (CSOs) network and collaborate more with Finnish and Eastern African businesses.
- *Knowledge and skills:* Finnish and Eastern African CSO's knowledge and skills on digitalisation, innovation and collaboration with the private sector have increased.
- *Application:* CSOs have experimented with and applied technological solutions more, through collaboration with the Powerbank project and/or collaboration with businesses.

Leading to:

- *Impact:* Finnish and Eastern African CSOs are more effective in their work because of the increased adoption of useful technological solutions and through new partnerships, innovation, and co-creation.

Additionally, the Powerbank project includes the cross-cutting objectives of gender equality and the status of women, the rights of people with disabilities, and climate sustainability. These cross-cutting objectives will be considered in the evaluation as well.

Fingo programme 2022 - 2025

Fingo has received funding from MFA for a new programme, running from 2022 to 2025. The Powerbank activities will become one integrated component within that programme, rather than a separate programme extension. As the application for the new programme was submitted when Powerbank had only been running for a year and a half, the set-up and approaches described for the Powerbank interventions in the future programme are almost the same as the current Powerbank programme and the themes and geographical focus of Powerbank also continue to be the same. However, the new Fingo programme has slightly differently phrased objectives, as each objective focuses on a specific actor (decision-makers, CSOs and the general public).

1.2 Evaluation purpose and objectives

As the Fingo Powerbank extension ends in 2021 and a new Fingo programme is set to start in 2022, the Fingo team wants to conduct an evaluation. The purpose of the evaluation is threefold. Firstly, the results of the



evaluation will assist Fingo to reflect and to learn from the past programme. Secondly, the results and recommendations will be used as input for the upcoming programme. The results and recommendations of the evaluation will provide ideas and assist in fine-tuning the objectives and the implementation of the activities for this upcoming programme. Lastly, Fingo will communicate the results of the evaluation with key stakeholders for accountability and to stimulate learning and reflection.

The key objectives of the evaluation are:

1. To provide evidence and analysis on the effectiveness of the Powerbank in achieving its objectives.
2. To provide analysis of the relevance and coherence of Powerbank objectives and approaches to Fingo member organisations and their partners.
3. Based on the findings of 2020-2021 and set objectives and plans within the Fingo programme 2022-2025, to assess the relevance and coherence of the new Powerbank plans within Fingo and to recommend how to improve the relevance, effectiveness, coherence, and sustainability of Powerbank activities in the future.

1.3 Scope of evaluation

The evaluation focused on the two years of the Powerbank project (2020 and 2021). The objectives considered in the evaluation are those as summarised by the evaluation team in section 1.1. The geographical focus of the evaluation is on the Finnish development organisations that are members of Fingo. As the Finnish NGOs work closely together with partner organisations elsewhere, the evaluation also included the experiences and views of their partners in Eastern African countries (Kenya, Tanzania, Uganda, Ethiopia, Somalia, and Somaliland). The evaluation took place completely online and asked for the digital participation of stakeholders of the project.

1.4 Evaluation questions

The key questions that are answered in the evaluation are:

Relevance

- How relevant have member organisations and their partners experienced the Powerbank objectives and approaches?
- How relevant have Powerbank objectives and approaches been in relation to the changing environment of development cooperation?
- What can Fingo learn about relevance from the comparison to the other umbrella organisations?

Effectiveness:

- How have the objectives been achieved and what results have been delivered to the Fingo member organisations?
- What assisting and challenging factors were affecting the realisation and how should they be taken into account in the future implementation?
- What results were delivered in relation to the cross-cutting objectives of the development policy, especially for gender equality and the status of women, rights of people with disabilities and climate sustainability?
- What can Fingo learn about effectiveness from the comparison to the other umbrella organisations?

Coherence:

- To what extent has Powerbank implementation been coherent internally in Fingo and in member organisations?
- What can Fingo learn about coherence from the comparison to the other umbrella organisations?



2. Evaluation methodology

This chapter briefly presents the methodology used in the evaluation, including the evaluation approach, the methods used, and the limitations encountered.

2.1 Evaluation approach

The evaluation used a participatory mixed-methods approach to answer the questions of the evaluation outlined in section 1.4. The sources of data were documentation review, a story-based survey with member organisations and their partners, and key informant interviews with Powerbank and Fingo staff, member organisations, partners of member organisations, innovation partners and representatives of other umbrella organisations. Annex 1 describes in detail how each evaluation question was answered. In this section, the evaluation approach is described per phase of the evaluation.

Inception phase

During the inception phase, the methodology and planning of the evaluation were elaborated upon and a review of relevant documentation, such as programme documents, monitoring reports, annual reports, experimentation reports and newsletters, was conducted to understand the background and context of the Powerbank programme extension. Additionally, to be able to compare Powerbank activities to those of other umbrella organisations, documents from other umbrella organisations, namely Partos and Globalt Fokus, have also been consulted.

Data collection

Next to the documentation review, data was collected through a story-based survey and key informant interviews. A total of 73 people were involved in the evaluation, consisting of 53 respondents to the story-based survey, 24 key informants participating in interviews¹ and an additional 3 people sharing their experiences via e-mail directly to the evaluator (representatives from the Finnish MFA and two Finnish member organisations)

- *Story-based survey*

To gather the experiences of Finnish member organisations and their Eastern African partners, a story-based survey was conducted. The full questions of the survey can be found in Annex 2. In total, 53 respondents participated in the survey. This number includes 25 respondents from Finland, 24 respondents from Eastern African countries and 4 respondents from elsewhere. The target for this evaluation was to include 50 responses, which has been achieved. This number is a significant increase from the number of respondents participating in last year's survey (33 respondents). The aim for this year was to include 35 Finnish responses and 15 Eastern African responses. The number of Finnish responses has not been achieved and the number of Eastern African responses has been greatly surpassed. Considering only 3 Eastern African respondents participated last year, this increase is a great result, also considering the longer length of this year's survey. Ensuring sufficient participation of Eastern African responses was a specific focus for this year's survey and this has been successful. With similar numbers of Finnish and Eastern African responses, it is easier to draw comparisons between their participation in Powerbank activities.

Respondents were invited and received reminders through a series of emails, as part of the Powerbank newsletter and specifically addressed to them. The intended measures to ensure participation in the survey such as the short invitation video, the opportunity to participate in a lottery and the possibility to participate in the interpretation session as well as the personalised emails seemed to have the intended effect in inviting members and partner organisations to share their experiences.

- *Key informant interviews*

To supplement the stories and data collected through the survey, key informant interviews were conducted

¹ If these numbers are added up, the total is 80 people. However, seven people both participated in the survey and in the interviews and are thus counted once.



with Powerbank team members, Fingo directors and advisors, innovation partners (Finnpartnership and Eastern African innovation hubs), representatives from Finnish CSOs and Eastern African partners, and representatives from other umbrella organisations. The guiding questions for the interviews can be found in Annex 3 and the detailed list of key informants can be found in Annex 5. In total, 14 interviews took place with 24 different people:

- Fingo: One interview with the Powerbank team and one interview with Fingo directors and advisors
- Innovation partners: Four interviews with the different innovation partners of Powerbank (Finnpartnership, Sahara Ventures, Innovation Village and Metta)
- Finnish CSO: Four interviews with representatives of Finnish member organisations
- Eastern African partner organisations: Three interviews with representatives of different Eastern African partner organisations
- Umbrella organisations: One joint exchange with representatives of umbrella organisations Partos and Globalt Fokus.

Compared to the initial table proposed in the inception report, some minor changes took place. The representative of Aalto University was not available for an interview. One of the Fingo directors was not available during the interview with Fingo directors and advisors. Instead of two separate interviews, the interviews with the representatives of Partos and Globalt Fokus were merged into one collective exchange of two hours. Instead of speaking to two of the three innovation hubs, all three were interviewed during shorter calls than the planned hour. In general, the planning of the interviews was easy with informants very willing to share their experiences and opinions regarding Powerbank.

During the exchange with the Powerbank team, the outcomes that were identified based on the documentation review and the story-based survey were shared and validated.

Analysis

The survey responses were analysed using the Sprockler Visualiser software. The responses are presented in an interactive online webpage that can be accessed here <https://visualizer.sprockler.com/en/open/fingopowerbank>.

When opening the online report, several graphs with dots appear. Every dot represents a respondent. If you click on a dot in a graph, the story of that respondent appears on the left-hand side. In this evaluation report, the graphs have been copied and pasted and can be interpreted the same way: the number of dots represents the number of responses (one dot = one person) and the colours of the dots represent different categories of respondents, for example, Finnish or Eastern African respondents or Fingo members or non-members. For example, the graph below provides an example of a question that addresses sustainability, where respondents could place a dot somewhere on the slider (bipole), indicating the balance between the two options at the extreme ends: whether the objective was relevant or not. In this case, the colours of the dots represent the respondents' locations.



Using the Sprockler software, the evaluation team analysed clusters of responses, examined outliers, and combined and compared the data to answer different evaluation questions. For each question, an analysis across



locations, membership, size of organisations and number of activities participated in was conducted. This is shared in this report when the differences prove to be relevant.

Eight respondents did not consent to share their stories. Their stories do not appear in the online report, instead, a phrase stating "This person did not consent to sharing their story" will appear. Their stories are included in the summaries and analyses of this evaluation report but are not directly quoted.

After an initial analysis by the evaluation team, the results of the story-based survey were shared with the survey respondents (those who had indicated to be interested in participating) during the interpretation session on the 30th of November 2021. During this interpretation session, survey respondents and some members of the Powerbank team interpreted the graphs, read the stories, and identified key insights coming from the survey results that can inform future programming. The outcomes of the interpretation session informed further analysis by the evaluation team and are included in this report.

Some of the slider graphs (bipoles) in the survey results have been translated to percentages and 0-5 scales for easy understandability for readers. The translation works in the following way: the bipole results are shown as numbers from 0 (left side of the bipole) to 1 (right side of the bipole). The bipole is split into three categories: <0.333 corresponding to the left side of the bipole (agreeing with that element, for example, 'not useful at all'), >0.666 corresponding to the right side of the bipole (agreeing with that element, for example, 'very useful'), and the middle category $0.334 - 0.665$ is seen as not taking a strong position. The number of responses in each third is automatically counted and converted into percentages of the total amount of responses. For example, 10 responses under 0.333 out of 53 responses is 19% of responses. To convert the slides to 0 - 5 sliders, a similar approach is taken, using five parts of the bipole rather than three. This conversion is done to fit with earlier used scales of the Powerbank.

For the key informant interviews, the notes are written out and recordings are transcribed. The answers are included in an Excel sheet where the answers for each question have been analysed as a set and used to respond to the evaluation questions.

Lastly, the different data sources of documentation review, story-based survey and key informant interviews have been combined and integrated into the evaluation report.

2.2 Limitations and management strategies

A limitation that can be identified is that there can be a bias in the responses to the survey. It is usually the most involved members and partner organisations who respond to the survey if invitations are sent through an open call. This limits the sharing of experiences by those who are less involved in the programme and thus their inclusion in the findings and suggestions shared in this report. One strategy has been to send personal emails to those who have participated in Powerbank activities to ensure their participation in this sense. This potential bias has been taken into consideration in the analysis of responses.



3. Background information story-based survey

This chapter provides background information regarding the respondents to the story-based survey and their answers, which can help understand their answers to the questions discussed in subsequent chapters. The results can be found on the interactive online webpage: <https://visualizer.sprockler.com/en/open/fingopowerbank>. The narrative report in Annex 4 shares the narrative explanation that goes along with all the graphs in the online report. This chapter describes who the storytellers are, what their connection to Powerbank and Fingo is and provides some information on the stories of change shared.

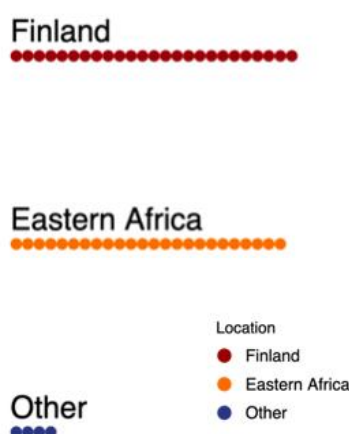
The other information coming from the survey results, such as the questions regarding partnerships and networks, knowledge and skills and application of technological solutions and the overall reflections on Powerbank, will be used to answer the evaluation questions and will be presented in chapters 4, 5 and 6. Additionally, the survey included questions that provide information to update the progress on the Powerbank results framework. The updated results framework with information from the survey can be found in Annex 6.

3.1 Who are the storytellers?

A total of 53 respondents responded to the online survey. They represent 43 different organisations. There were five respondents from one organisation (including its local branches), and two respondents each from four different organisations. Two respondents participated on individual title.

There is almost the same number of respondents from Finland (25 respondents– 47%) and from Eastern Africa (24 respondents - 45%) (graph 1). Four respondents indicated to work elsewhere, namely in Germany, Iran and Afghanistan, West Africa, and Nepal.

Location



Graph 1. Location of survey respondents

Number of paid employees



Graph 2. Number of paid employees of organisations

The organisations of respondents are of varying sizes (graph 2). 43% of respondents work in organisations consisting of 6 to 20 employees, 25% in organisations with over 100 employees and 19% in organisations with 21 to 100 employees. 8% of the respondents work in organisations with 2 to 5 employees and 2% in organisations with 1 employee. The two respondents answering on individual title selected 'No employees'. Most of the responding organisations with less than five employees are located in Finland (apart from 1). Most Eastern African participating organisations have between 6 and 20 employees.



3.2 Connection to Fingo

60% of respondents work for organisations that are members of Fingo. 15% of respondents work for organisations that are partnering with a project or organisation that receives funding from Finland. 17% are not members or working with member organisations, but did participate in activities or events, and 8% indicated not to know whether they are a member (graph 3).

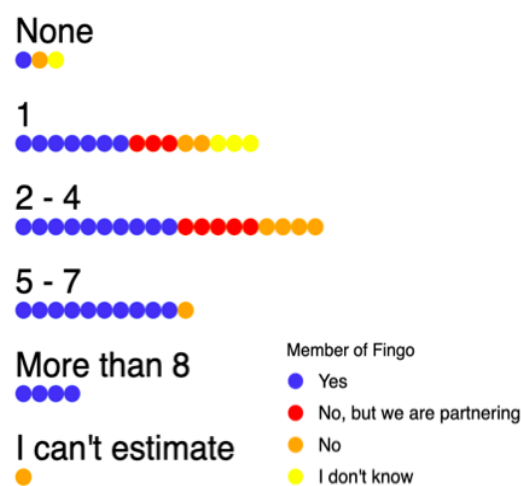
All Finnish respondents work for member organisations of Fingo. For Eastern African respondents, 42% work for member organisations, 33% for organisations that are partnering with a Finnish organisation, 13% work for organisations that are not a member or a partner and 13% do not know.

Member of Fingo



Graph 3. Membership of Fingo

Number of activities participated in



Graph 4. Number of activities participated in

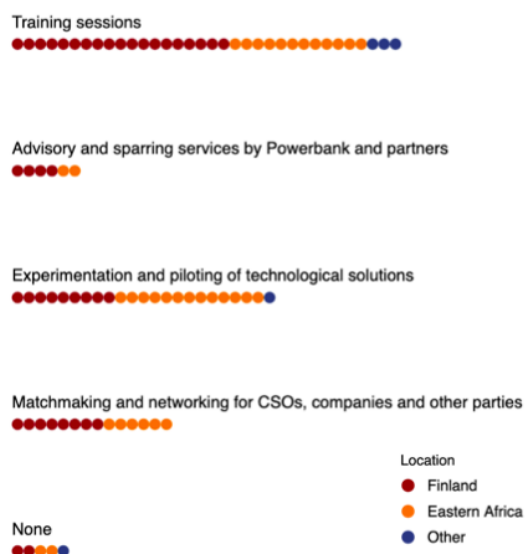
Respondents participated in different Powerbank activities. 92% of respondents participated in one or more activities. In fact, 28% participated in 1 activity, 36% participated in 2 to 4 activities, 20% in 5 to 7 activities and 8% in more than 8 activities (graph 4). One respondent shared they were not able to estimate, and three respondents shared they did not participate in any activities. Finnish organisations participated on average in more Powerbank activities than Eastern African organisations and organisations from elsewhere. Also, on average, member organisations participated in almost twice as many Powerbank activities as non-member organisations. None of the respondents working for organisations with 5 or fewer employees participated in more than 4 Powerbank activities.

64% of respondents participated in training sessions on technological solutions, best practices, human-centred design, and private sector collaboration. 43% participated in experimentation and piloting of technological solutions within existing programmes. 26% participated in matchmaking and networking for CSOs, companies and other parties and 11% participated in advisory and sparring services by Powerbank and partners (graph 5).

"I wish to thank Fingo Powerbank for the benefits we have gained from the training sessions. The acquired knowledge and skills are valuable and useful for the effectiveness of our programme implementation. Digitalization and corporate collaborations are the way to go for now." – representative of Eastern African CSO

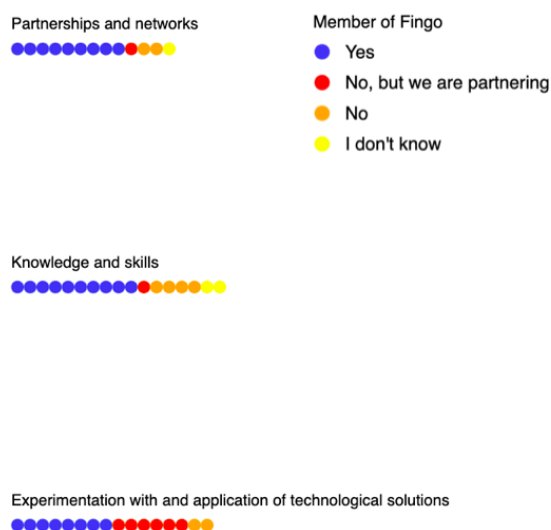


Type of activities participated in



Graph 5. Type of activities participated in

The change is mostly about ...



Graph 6. Topics of the stories of change

3.3 Stories of Change

Respondents were asked to share the most significant change that happened because they participated in the Powerbank activities. The full stories can be read by clicking on a dot in the online report.

Respondents were asked what kind of change their stories were about. 32% of the stories shared were about changes in knowledge and skills. 30% of the stories are about experimentation with and application of technological solutions. 25% of the stories were about changes in partnerships and networks (graph 6).

Changes about experimentation and application of technological solutions were shared by those who participated on average in more activities than the respondents who shared changes on partnerships and networks and on knowledge and skills. Most Eastern African organisations who partner with Finnish member organisations shared changes on experimentation and application of technological solutions. Changes in partnership and networks were mainly shared by Fingo members. Logically, those who shared changes in knowledge and skills more often participated in training sessions and those who shared changes on experimentation and application of technological solutions more often participated in experimentation and piloting activities with technological solutions. Respondents who shared stories on partnerships and networks did frequently select matchmaking and networking activities but more frequently selected training sessions as activities they participated in, implying that training sessions are good networking opportunities.

The stories will be used to provide answers to the evaluation question on effectiveness in chapter 5.



4. Relevance of Powerbank

This chapter will provide answers to the evaluation questions about relevance, namely concerning the relevance of the objectives and approaches, and the relevance for the changing context of international development.

4.1 Relevance of objectives and approaches

How relevant have member organisations and their partners experienced the Powerbank objectives and approaches?

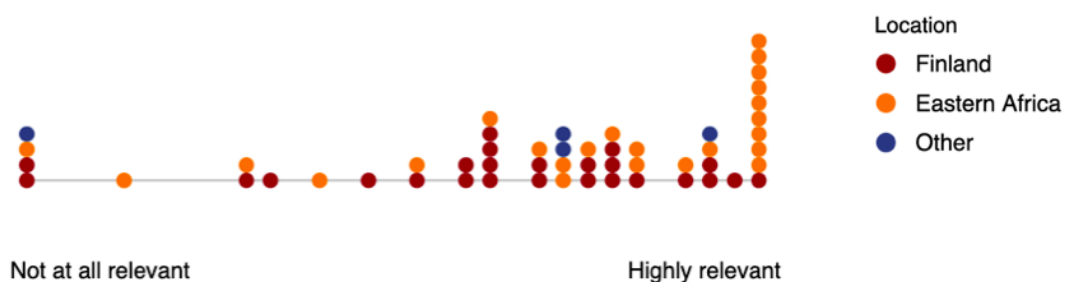
The first evaluation question asks about the relevance of the objectives and approaches to member organisations and their partners. This question will be answered using information from the survey, reflections from the interpretation session and the key informant interviews. It will address each objective separately and share some additional reflections on the relevance of the objectives and approaches as a whole.

Objective 1: Networking and partnerships

Finnish and Eastern African CSOs network and collaborate more with Finnish and Eastern African businesses.

64% of respondents of the survey considered the objective to support CSOs in networking and collaborating more with Eastern African and Finnish businesses to be highly relevant (graph 7). 15% of respondents thought it is not relevant at all.

How relevant is the objective “to support CSOs in networking and collaborating more with Eastern African and Finnish businesses”?



Graph 7. Relevance of networking and partnerships objective

Stakeholders indicated that the new connections the Powerbank offered enabled them to learn from what others are doing and set up partnerships for new opportunities and collaborations.

Eastern African respondents consider networking and partnerships to be more relevant than Finnish respondents. This might be because many of the Eastern African respondents participated in experimentations where new connections with other CSOs or businesses are immediately put to practice. This difference in perceived relevance could be explained by the fact that Eastern African respondents would be able to see the partnerships directly implemented in real life, whereas Finnish respondents would have to read or hear about it second hand, with distance leading to lower perceived relevance.

In addition, for Finnish member organisations, the connection with businesses, in particular, was not always deemed as relevant. Whereas the idea was considered relevant, particularly in the frame of improving CSO sustainability, they saw limitations for its relevance in practical implementation. For example, because the specific project they innovated inspired by Powerbank did not fit a connection to the private sector or because for their theme of work it was difficult to envision a connection with the private sector at all (for example operating in refugee camps or supporting governmental services in Somalia). Marrying a focus on expanding business and a focus on creating social impact was considered to be difficult at times, particularly when a lack of resources, such as time and capacity, limited creative thinking about new forms of partnerships between CSOs and businesses.



They shared that they valued that Powerbank provided different practical examples of how Finnish CSOs could collaborate with Finnish and Eastern African businesses, but not all Finnish organisations interviewed shared that they had found a model or type of collaboration that could work for them.

Networking and partnerships seem to be particularly relevant for those working in organisations with more than 20 employees. This seems to show that networking and collaborating more with businesses is particularly relevant for large organisations. This could be because large organisations generally have more time and (human) resources to dedicate to establishing new partnerships. The idea is considered useful for smaller organisations, but they have not been able to practically implement it, due to limited time or capacity in the organisation or because they did not find the right fit or model yet for this collaboration.

Respondents who participated in one activity also seem to consider networking and partnerships particularly relevant. For example, there was one respondent who participated in one activity regarding funding who was able to use the new connections to apply for new funding. This seems to indicate that there were a few activities with participants who participated once that were particularly relevant for this objective. Or, that respondents who participated once could see the potential relevance for networking and partnerships for themselves if they would participate more often in the future, or even for others who would participate multiple times.

Another difference is that members and partner organisations consider networking and partnerships to be more relevant than respondents who are not members and not partnering with members but are participating in activities. As the activities and networks of Powerbank are particularly targeted towards Fingo's members and their partners, this difference makes sense and shows that Powerbank has been able to be particularly relevant for members and their partners. Lastly, logically, those who shared stories of change about networking and partnerships consider this objective to be more relevant on average than those sharing changes on other topics.

Innovation partners, like Finnpartnership and Eastern African innovation hubs, thought that working with innovation partners was particularly relevant. The collaboration between innovation partners, particularly innovation hubs, and Powerbank could be further clarified to ensure more relevance for businesses, in particular start-ups, scale-ups and entrepreneurs, working in Eastern African countries. Innovation partners also see value in connecting CSOs and companies for social and business development and for strengthening the innovation ecosystems in Eastern African countries and the innovation spirit in Finland.

Additionally, working with other actors such as universities was considered relevant, but their participation in Powerbank was deemed limited so far.

The change in approach for Powerbank from Fingo (and previously Kepa and Kehys) having a watchdog role for civil society, to a role as a facilitator of dialogue between different actors, including the private sector, has also been relevant in terms of improving the conversations with the private sector and informing companies on how to collaborate with NGOs and work in developing countries.

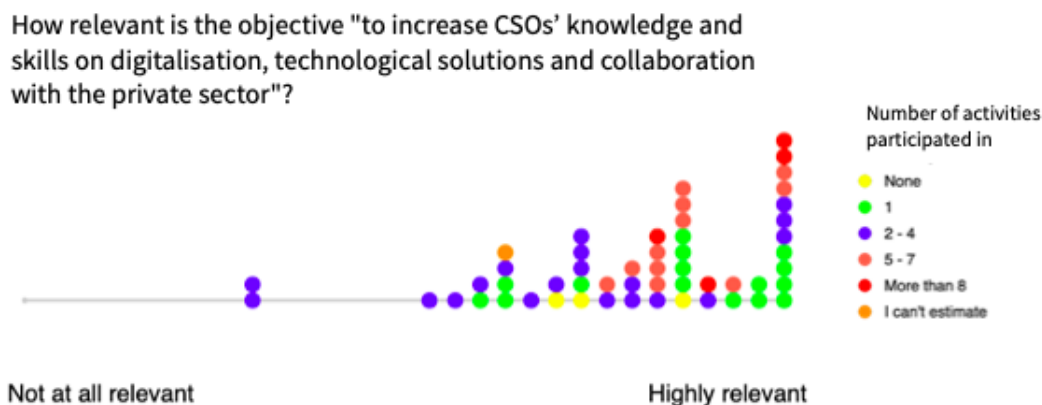
The first objective of Powerbank on networking and partnerships is considered less relevant than the other two objectives (knowledge and skills and adoption of technological solutions). These results are in line with the reflections of the Powerbank team and the Fingo advisors and directors, who shared that the networking activities foreseen were not able to fully come to fruition as planned. This raises the question of whether this should be a continued focus for the future. Powerbank can decide to focus more on it in the future and elaborate activities to drive the message home, or, having focused plenty on it already, they can decide to shift their efforts if gains are limited.

Objective 2: Knowledge and skills

Finnish and Eastern African CSO's knowledge and skills on digitalisation, innovation and collaboration with the private sector have increased.

81% considered the objective to increase CSOs' knowledge and skills on digitalisation, innovation, and collaboration with the private sector to be very relevant (graph 8). 4% considered it to be not relevant at all.





Graph 8. Relevance of increasing knowledge and skills objective

Stakeholders consider Powerbank, and Fingo in general, to be the first and only place to go for gaining knowledge and skills that are particularly tailored to the specific needs of CSOs. They value that the Powerbank shares practical and up-to-date examples of how new knowledge and skills can be applied.

"Especially in our work, Fingo has been practically the only place where you get training sessions in that sector [development cooperation and CSO management]. When we started working in 2000, there wasn't practically any training place in Finland. At the universities, there was the small institute of development studies, but it wasn't practically orientated at all. Fingo and Kepa have been doing a lot. All their programme and project management trainings and evaluation trainings, and now with the specific Powerbank trainings." - representative of a Finnish CSO

Respondents who participated in more than 5 activities and those who participated in only 1 activity, considered increasing knowledge and skills to be more relevant on average than those participating in 2 to 4 activities. This could potentially be explained by the fact that members and partners who participate once in an activity see the potential relevance of similar activities, even though they do not participate in more activities, and members and partners who participate in more than 5 activities experienced the relevance themselves (also knowing that many among those participating in more than 5 activities are also those who participated in experimentations and thus are immediately putting their new knowledge and skills to use). This seems to indicate that the activities and networks of Powerbank have limited short-term relevance and mainly become relevant with frequent participation (more than 5 activities). This was also confirmed by stakeholders that were interviewed. Relevance seems to be immediately obvious (even for most participants participating one time) but only becomes practically implementable after participating five times.

Respondents working for member organisations considered increasing knowledge and skills to be slightly more relevant than respondents working for non-member organisations (partners and non-partners). As Powerbank activities and networks are mainly focused on Fingo's member organisations and their partners, this difference makes sense. This shows that Powerbank has successfully been able to provide relevant interventions for its members and their partners. Again, logically the respondents who reported changes in knowledge and skills consider this objective slightly more relevant than respondents who reported changes in the other objectives.

A difference was noted between respondents who were inspired by Powerbank to apply for new funding and those who were not. Respondents who were inspired to apply for new funding considered this objective slightly more relevant than those who were not inspired to apply for more funding. Although it is unclear whether the respondents that were inspired participated in the activities concerning information about funding, it is likely that those were particularly appreciated.

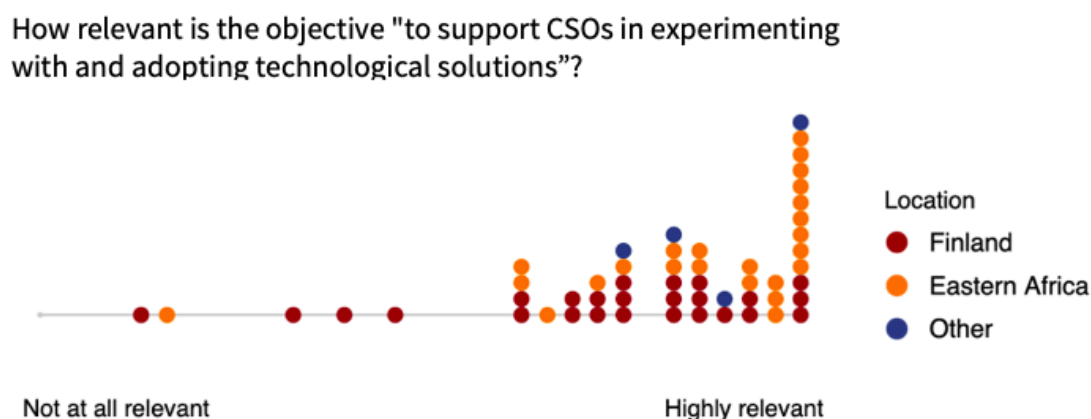
Lastly, innovation partners, like Eastern African innovation hubs, appreciated the new knowledge that collaborating with Powerbank has brought them, mainly in the form of sharing lessons learned and working with vulnerable groups and through organising and participating in events.



Objective 3: Adoption of technological solutions

CSOs have experimented with and applied technological solutions more, through collaboration with the Powerbank project and/or collaboration with businesses.

83% of respondents considered the objective to support CSOs in experimenting with and applying technological solutions to be highly relevant (graph 9). 4% considered it to be not at all relevant. Only one of the respondents out of this 4% considers all three objectives to be not at all relevant. The other respondents who consider it not relevant at all differ per objective.



Graph 9. Relevance of experimentation and adopting technological solutions objective

Stakeholders considered the experimentations, in particular, to be highly relevant, specifically because of the practical effects the experimentations had for their organisations and the organisations they partner with, and the culture of experimentation it brought along. They value the chance to test out new things and the inclusion of safe-to-fail mechanisms. However, outside of the Powerbank's experimentations, they have been cautious to experiment, especially with government funds and operating in an environment of competition between CSOs. Like with the objective of collaboration with the private sector, the idea of experimentation is considered relevant but in the practical application outside the Powerbank, it is deemed difficult. Next to this, stakeholders consider it relevant that the experimentations focus on using existing technologies in existing programmes, to ensure potential embeddedness of the experiment.

"Even though it is quite a lot of work for the money that we receive, we have seen the benefits of this kind of work. You are allowed not to always have successful stories but also to fail. We are very happy with that kind of thinking." - representative of a Finnish CSO

Eastern African respondents considered it to be slightly more relevant than Finnish respondents, which could be explained by their immediate involvement in the experimentations, rather than hearing about it. Apart from the objective on knowledge and skills, Eastern African respondents consider all objectives to be slightly more relevant than Finnish respondents. This also shows that Powerbank has managed to respond to the needs and wishes of Eastern African CSOs in a relevant manner.

Again, those who participated once or more than 5 times are more positive than those who participated 2 to 4 times, underlining the theory that applicable relevance comes particularly with frequent participation and potential relevance can also be observed from attending one activity. Logically, respondents who reported changes regarding the adoption and experimentation of technological solutions consider this objective to be more relevant than those who reported changes regarding networking or knowledge and skills.

Apart from regarding collaboration with the private sector, there is no difference in perceived relevance for organisations of different sizes. This indicates that the Powerbank activities and networks have been able to be relevant for gaining knowledge and skills and experimenting with and adopting technological solutions for organisations of all sizes. The relevance for increasing knowledge and skills for smaller organisations is



particularly valued by the Finnish MFA, as smaller organisations can learn from other organisations and save time by not having to start from the beginning.

Some innovation partners, like Finnpartnership and Eastern African innovation hubs, appreciate that Powerbank helps CSOs to go along with the times, as they see a global push for new and innovative approaches that can sustain CSOs, not just from CSOs and beneficiaries but also coming from donors in the development sector.

General remarks on the relevance of the approaches

Outside of the relevance of the objectives and approaches, three other aspects of the Powerbank approach as a whole are considered relevant for the work of CSOs.

Geographical focus on Eastern Africa

Several stakeholders from Finland and Eastern African countries expressed that the geographical focus on Eastern Africa and the inclusion of the countries they work in were particularly relevant for them. As most Finnish NGOs work in Eastern Africa, this is not surprising.

Involvement of Eastern African CSOs, businesses and other actors

Stakeholders appreciated the extent to which Eastern African CSOs, businesses and other actors participated and were involved in the development of the activities. Rather than being an occasional speaker at a panel, participation from the Global South was fully integrated into the Powerbank activities, with many participants from Eastern Africa at the different events and training sessions and staff located in Kenya. The extensive Eastern African participation in events was not something that was foreseen during the planning phase but something that developed because of the COVID-19-driven need to move fully online and the consequent decisions of the Powerbank team to open all sessions for participants from everywhere and to conduct them in English.

Added value to Fingo's overall mandate

Stakeholders considered that the Powerbank activities and networks added value to Fingo's overall mandate as an umbrella organisation. The three objectives were topics that Fingo and its predecessors thought were highly necessary to address and that they had been thinking about for longer to add to its programme. The relevance for Fingo of the Powerbank activities and networks is that Fingo is now taking concrete steps towards these objectives, for example in clarifying their role in linking CSOs to the private sector and stimulating innovation and use of technological solutions by Finnish CSOs.

4.2 Relevance for changing context of development cooperation

How relevant have Powerbank objectives and approaches been in relation to the changing environment of development cooperation?

This question will be answered with information coming from the survey results and the key informant interviews.

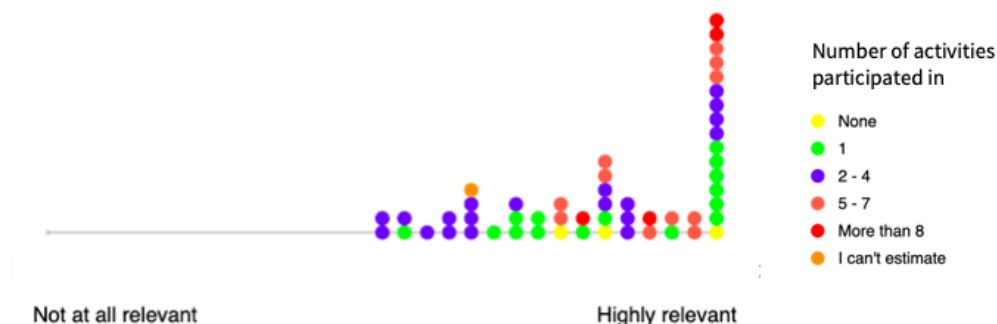
79% of survey respondents shared that they think that the Powerbank activities and networks are highly relevant for the changing contexts of development cooperation (graph 10). No respondent thinks they are not relevant at all.

In general, technological solutions, innovation and private sector collaboration are understood as relevant approaches towards being able to respond to the changing environment of development cooperation. Some representatives of Finnish member organisations interviewed expressed surprise at how efficient these approaches are.

The respondents who participated in more than five activities or one activity consider Powerbank more relevant for the changing contexts of development cooperation than respondents who participated in 2 to 4 activities. Similar to the potential explanations given in the previous section, this can be due to particular relevance for those who participate more frequently and perceived relevance after participating once.



How relevant is Powerbank for the changing contexts of development cooperation?



Graph 10. Relevance of Powerbank activities and networks for changing context of development cooperation

Stakeholders see particular relevance of the Powerbank's objective regarding knowledge and skills particularly in times of COVID-19, as they state that the sharing of useful online tools and providing of technical assistance was particularly relevant now.

In order to stay relevant, stakeholders identified the following trends in the changing contexts of development cooperation for Powerbank, members and partners to keep into consideration:

In the future, there will likely be more and more **collaborations between businesses and NGOs**, together contributing to the SDG goals. Some large NGOs are already engaging actively in this, and smaller organisations are at risk of losing out if they do not keep up. Both Finnish and Eastern African stakeholders seemed to think that the trend of business-company collaboration would continue to exist. Currently, companies and CSOs operating often operate separately and there is still work to be done to bridge the gap. Powerbank could assist CSOs on how they can work with companies and be attractive partners for companies to work with. Innovation partners could then ensure that companies realise the impact they can have on development. Possibly, a trend could develop where companies would be moving from corporate social responsibility to corporate social investment, where they would ask CSOs to execute development interventions, rather than do them themselves.

Donor dependency of CSOs is changing, and this could change through more collaboration with the private sector or other funders. It is great that CSOs innovate and adopt technological solutions, but if the solutions are not sustainable, they will not help improve the effectiveness of the CSO in the long term. According to stakeholders, apart from being easy, cheap, and helpful, technological solutions should also focus on generating income or making CSOs financially more sustainable. The concept of social enterprises was suggested by different stakeholders as something that Powerbank might suggest or share with members and partners as a self-sustaining alternative to CSOs. If anything, CSOs should be supported in becoming more business-oriented to be more resilient in face of donor dependency.

Related to the increased donor demands, **voluntary organisations across the world seem to be losing ground** and leaving only large organisations to operate in the development sector. This is possibly to do with high accountability expectations, such as professional reporting, enough data, and the need to report on different aspects, such as climate effects, how it addresses the most vulnerable, and how it contributes to the SDGs, amongst others.

Furthermore, the Black Lives Matter campaign has again shed a light on the white saviour attitude that is deeply ingrained in development cooperation. A global trend of moving away from traditional development cooperation (the Global North funding programmes in the Global South) to an **equitable exchange** that informs challenges faced in different countries across the world, focuses on knowledge transfer and networking, rather than on funds.

There is a continuous **need for capacity building on technological developments**. Technological solutions keep changing and it requires skills to adequately respond to these changes. Examples that are shared by



stakeholders are capacity for health care workers to ensure they are up to date with and able to use the latest innovations and technological developments and capacity for students and teachers regarding innovation in education.

Digitalisation does not automatically decrease **inequalities**. It has the potential to reduce inequalities but only if it is specifically targeted to do so. If digital solutions are built on existing structures, the inequalities will not change, and there is actually a risk of further widening. Informants advise Powerbank, members and partners to be aware of this and share this concern widely.

Digitalisation also brings along **privacy risks** as data collected might be shared without permission or could fall in the wrong hands. Powerbank should particularly take into consideration the effects of using digital and technological solutions when working in fragile states or working in countries where rules around NGO and CSO engagements are being tightened.

4.3 Lessons learned from other umbrella organisations

What can Fingo learn about relevance from the comparison to the other umbrella organisations?

This question will be answered using information from the review of relevant documentation of Fingo Powerbank, the Partos Learning and Innovation Programme and Globalt Fokus' innovation-related activities and the exchange with representatives of Fingo, Partos and Globalt Fokus. Annex 7 provides an overview table where the main differences between the three approaches can be read.

Strategies

The strategies used by the three umbrella organisations towards innovation and private sector collaboration are very different. Partos uses the strategies of connecting, agenda-setting, and piloting to achieve their goals. Globalt Fokus does this by weaving innovation into the fabric of its organisation and facilitating a specific working group of member organisations on innovation. Fingo Powerbank stimulates experimentation, knowledge creation on technology solutions, and networking with the private sector.

The strategies of connecting and matchmaking of Partos Programme and Powerbank are similar, likewise for the strategy on piloting and experimentation (although the activities differ). However, Partos' strategy of agenda-setting is not at all present in Powerbank. In the Fingo overall programme, agenda-setting is included. With Powerbank becoming more integrated in the future programme, the line between Powerbank and the rest of Fingo will fade somewhat, potentially linking advocacy to more of Powerbank's activities in the future. Partos decided to take a specific stance. For example, they publish publications taking a specific stance on shrinking civic space². This stronger focus on agenda-setting came forward from the final evaluation of their last programme, the Spindle, and is now made more explicit. Partos' members encouraged Partos to take a firmer stance on specific themes and issues to advance these issues in the Dutch development sector, for example on decolonising the sector, limiting its carbon footprint, and addressing the representation of communities in CSOs. Partos makes a distinction here in what their members think and want and what they as an umbrella organisation consider relevant and important. One example is that, during the Partos Innovation Festival, they were able to expose their members to initiatives and information about these issues, such as the RINGO project about re-imaging the INGO and the role of global civil society. The Partos team shared that in the new programme it has been difficult to fully utilise this role but that they intend to elaborate on it more in future. This difficulty was also echoed by the Globalt Fokus team who shared that there is a balance of running too fast so that members cannot keep up and not pushing members far enough towards the goals you want to achieve, such as a more inclusive society. A solution from Globalt Fokus has been to design a new leadership programme together with leaders of member organisations to address this issue.

This example of agenda-setting is an example of using a different strategy towards innovation that can be interesting for Powerbank. It shows Powerbank that a more advocacy-oriented role is also valued by members of

² See for example <https://www.partos.nl/wp-content/uploads/2021/06/Activism-Artivism-and-Beyond-PDF-2017.pdf>



umbrella organisations and can help to advocate for issues that are considered important, for example by providing space and exposure for such initiatives. It also shows that there are difficulties in executing it.

Themes

Another difference between the umbrella organisations is the themes they focus on within their innovation activities. The levels of these themes are quite different. The themes of the Partos programme are civic power, inclusion, new ways of working together and data and digital technology and the theme of Globalt Fokus is a 'future-fit' and innovative society, including innovation and public engagement. Fingo focuses on private sector collaboration, innovation, and technological solutions. The themes of the Partos Learning and Innovation Programme are more content-oriented than those of Powerbank and Globalt Fokus, with those of Powerbank being even more practical still. Powerbank is more tool-oriented and provides practical guidance. For Globalt Fokus, there is no clear line between the themes of the innovation activities and the broader themes, like there is in Powerbank and, to a certain extent, in the Partos Programme. The Partos Programme also includes learning, which is part of a different unit in Fingo. For this reason, Partos considered that innovation as the main theme of focus would be too narrow to include the different interests and topics relevant for member organisations with regards to innovation and learning, therefore deciding to opt for more content-related themes.

The benefit of using more content-oriented themes is that you can directly influence these themes. Within Powerbank experimentations, for example, the content is suggested by member organisations and their partners without any interference from Powerbank. In the inception document, Partos already suggests specific innovations they would like to pursue with their member organisations, such as cash transfer programmes to provide cash to people excluded from cash. Focusing on content themes allows umbrella organisations to make an impact on these themes. However, it also limits the inclusion of other potentially relevant themes for learning and innovation and affects the freedom of members to bring in new issues in a demand-driven way. The benefits of using themes that work across the organisation with no clear delineation for the innovation activities are that the whole umbrella organisation becomes ingrained with an innovation mindset increasing the potential scope of the activities as more opportunities are detected and more human resources can be dedicated. However, the disadvantage is that this is more difficult to steer, to explain to donors and that it is at times dependent on individuals remaining in the organisation to maintain the culture (or on installing mechanisms to maintain it). Despite this, learning from Globalt Fokus on how to get the whole organisation on board with innovation can inspire Powerbank's collaboration with other Fingo units.

Geographical focus and inclusion of Eastern African CSOs

Powerbank uses a more specific geographical focus than Partos and Globalt Fokus who, besides their home countries, focus on all countries in the Global South. For Globalt Fokus and Partos, the majority of their members are also active in Eastern Africa. Fingo is also the only umbrella organisation engaging team members in Kenya in their innovation activities. One of the recommendations of the final evaluation of the previous innovation programme of Partos, the Spindle, was to ensure more involvement of partners from the Global South. It was interesting for the Partos and Globalt Fokus team to hear how Powerbank has managed to involve Eastern African CSOs so successfully in their activities and interventions.

Continued relevance

A new mechanism that Partos has started to implement in its new Learning and Innovation Programme is the establishment of a Feedback-Feedforward group, an advisory group consisting of members that is going to provide Partos with continuous advice on whether they need to adapt the programme. This group is part of the monitoring and evaluation strategy of the Partos Learning and Innovation Programme. Conversations with the Feedback-Feedforward group will take place every quarter to ensure continuous adaptation of the programme and ensure that it stays relevant for member organisations. The usefulness of this group for Partos can be monitored by Fingo Powerbank.



5. Effectiveness of Powerbank

This chapter will describe the results achieved in the Powerbank, regarding the objectives and the cross-cutting themes. It will also describe the contributing and limiting factors for those results.

5.1 Objectives achieved and results delivered

How have the objectives been achieved and what results have been delivered to the Fingo member organisations?

This question will be answered using information from documentation review, the survey results, interpretation session and key informant interviews. The updated results framework can be found in Annex 6. Regarding the results achieved and considering that the programme extension has only been running for two years, it is likely that more results are still to come, for example from the last rounds of experimentations.

Objective 1: Networking

Powerbank has been providing various networking, training, and match-making events in the past year to facilitate networking and the creation of new contacts and partnerships between CSOs, companies and other actors, such as universities. These activities have been organised by Powerbank and by other actors like Finnpartnership, UNTIL or Team Finland. Next to networking and match-making activities, events, and co-creation workshops, Powerbank also has a matchmaking platform on their website where CSOs can look for potential collaborations with the private sector.

Stakeholders indicated that through the Powerbank activities and networks they gained new contacts with CSOs doing similar work in Eastern Africa and Finland and were able to connect to companies, innovators, and potential



funders. In fact, 64% of survey respondents reported having gained new contacts or partnerships inspired or facilitated by the Powerbank in 2021 (34 respondents) (graph 11). In total, 482 new contacts were gained by the 53 respondents to the survey. The average number of new contacts is 14 and the median is 2. The number of stakeholders finding new contacts or partners is a percentage decrease, but a net increase compared to 2020 when 76% of survey respondents indicated to have gained at least one new contact, translating to 25 respondents.

The new contacts and partnerships mainly consist of Finnish CSOs (41%), Eastern African CSOs (29%), and Finnish businesses (24%). 15% of respondents made new contacts or partnerships with Eastern African businesses, 12% with innovation hubs and 12% with universities. Other new contacts or partnerships that were mentioned included disability organisations and CBOs.

Graph 11. Type of organisations part of new contacts/partnerships

Some examples of the new connections made that were facilitated or inspired by Powerbank include:

- Finn Church Aid started cooperating with Film Aid Kenya for communication and journalism training for teachers.
- Finn Church Aid started partnering with Humanity and Inclusion to reach and support children with disabilities through a network of classroom assistants.
- Fida International started collaborating with social enterprise ICT4D Kenya to carry out online teaching for teachers and help them use online platforms.



- ICT4D developed partnerships with players in the EduTech space and international players such as Zoom and Microsoft.
- LiiKe - Sports and Development Aid was linked to Ombea to create a fitting technological solution to use to collect data at schools in Tanzania.
- Ndoto Hub and the UN Association of Tanzania started collaborating on a project called SDGs4All after meeting during a Powerbank workshop at Innovation Week Tanzania.
- The Family Federation of Finland (Väestöliitto) has connected with Neuvo Inc Global to develop the SRHR SmartBot based on AI.
- Felm started co-creating solutions for gender-based violence with companies, namely We Encourage and Hyvinpitely.
- Fida International in Kenya started collaborating with Häme University of Applied Sciences (HAMK) and universities in Kenya to test the Open University model in training on agriculture.
- Vikes started using the Ombea data collection tool after being connected to LiiKe Sports and Development Aid using the tool in the first round of experiments.
- Inter-Cultura started collaborating with Strathmore University and the county government of Bungoma under the Bungoma referral hospital for early screening of women for cervical cancer and referral for early treatment.
- World Vision Finland started collaborating with Tespack to experiment with Solar Media Backpacks in Kenya.
- Tespack, World Vision and Finnish Somalia Association formed a consortium and submitted a joint proposal to Finnpartnership for funding.
- Abilis planned a pilot with a Finnish tech company to test a new way of collecting direct data from beneficiaries.

"Thank you Fingo, for the Powerbank project. For us NGOs, it is sometimes difficult to research different opportunities for technical solutions, business cooperation, etc. The Powerbank sessions have brought us information and opportunities in a way that has been easy to digest :) And at least I have personally experienced many eye-opening moments of different possibilities that are out there. There might not always be financing for those opportunities, but it is very important to keep those in mind and try to find new solutions to improve our work and enable more sustainable change for our final beneficiaries." – a representative from Finnish CSO

58% of survey respondents considered the Powerbank activities and networks to be very useful in creating new contacts or partnerships (graph 12). 13% considered it not useful at all. Eastern African respondents seem to consider the activities more useful for creating new contacts than Finnish respondents. The average for Eastern African respondents is 5 out of 5 and for Finnish respondents 3 out of 5. These results are comparable to the survey results from 2020.

Usefulness of Powerbank activities and networks in creating new contacts or partnerships



Graph 12. Usefulness of Powerbank activities and networks in creating new contacts or partnerships

Stakeholders also shared that they learned about different ways of working with the private sector. Some stakeholders shared that Powerbank opened their thinking about funding opportunities and creative ways of funding, in Finland and Eastern Africa. For example, one Finnish CSO started looking into more funding and investment possibilities for local partners in Kenya and another member is actively involving different kinds of actors, like the Embassy of Switzerland, to fund parts of programmes. They shared that they have learned how to



enter into conversation with businesses and which questions to ask to find out whether they would be a potential match. 64% of survey respondents were inspired or supported by Powerbank to apply for new funding and 36% were not. Those who were not inspired to apply for new funding opportunities mainly participated in training sessions and matchmaking and networking activities. Those who were inspired mainly participated in training sessions and experimentation and piloting activities.

Even though not all Finnish member organisations were able to form new connections or partnerships with companies, Finnish member organisations shared that the Powerbank activities opened their way of thinking about it and ensured that the conversations are starting, with the acceptance that the right opportunity might come along in a next project. Member organisations also shared that they felt a new willingness from companies involved in the Powerbank to freely explore potential collaborations without the expectation that something will happen.

"It opened our thinking about new funding opportunities. Usually, our funding was programme-based, now we are thinking more creatively. We started to think more creatively in financing different parts of a project and programme, from different sources and expanding partnerships and networks, and involving funding institutions like UN institutions in the process. Cutting projects into smaller pieces with funding from different streams. A big change in our thinking is that we involve different institutions, like the Embassy of Switzerland." – representative from a Finnish CSO

An additional result regarding networking and partnerships is that more Eastern African organisations have been able to be involved in the activities and events than foreseen. This was aided by the COVID-19 pandemic moving all communications and events online and the decision of the Powerbank team to open events for Finnish and Eastern African participants and conduct them in English. This also led to a higher inclusion of participants from outside the Helsinki metropolitan area in Finland.

One stakeholder indicated that through the mobile applications shared in the Powerbank, they were also more connected to their target audiences.

Objective 2: Knowledge and skills

Fingo Powerbank has been conducting different training sessions for CSOs on technological solutions, digitalisation, best practices, and corporate collaboration. In 2020, a total of 23 different events organised by Powerbank and partners have been communicated to member organisations and their partners via the newsletter. In 2021, a total of 30 different events were shared, leading to a total of 53 different events of Powerbank and their partners shared with member organisations and their partners. These are many more events than the originally planned number of events at the start of the Powerbank. The events engaged 1395 people coming from 559 different organisations, companies, or universities. Apart from events, Powerbank also shared resources such as reports and toolkits with its members, for example, the Technology and Digital Accessibility Toolkit and a report on the Intersection of Gender and Technology. Powerbank and partners have also provided advisory and sparring services on adopting technological solutions in CSOs' work catered to the individual needs of CSOs.

Stakeholders provided different examples of new skills and knowledge they gained through the Powerbank. They shared examples about learning to use technology for development. One Finnish CSO said that they particularly gained information on impact investments, partnering with the private sector and digital development, including its gendered aspects. Not only did Powerbank inspire them to think differently about working with the private sector, but several Finnish member organisations also shared that Powerbank demystified digitalisation and innovation for them. One Finnish CSO shares that they had been feeling the pressure to do something with digital and technological solutions for longer but that until they participated in Powerbank activities, it seemed something difficult and far away.

"Powerbank has managed to take away the fear of digitalisation and innovation, and of working with private companies. They managed to familiarise it for us and demystify it. They've laid it out on the table so we can pick and choose what we would like in an accessible manner. In such a way that you want to eat from that table." – a representative from a Finnish CSO representative



Some stakeholders also mentioned learning about improving access and possibilities through technology for people with disabilities (particularly related to the Technology and Digital Accessibility Toolkit created by Powerbank). For example, a Finnish CSO shared a new understanding of accessibility issues, after reading the 'Technology and Digital Accessibility Toolkit' created by Powerbank.

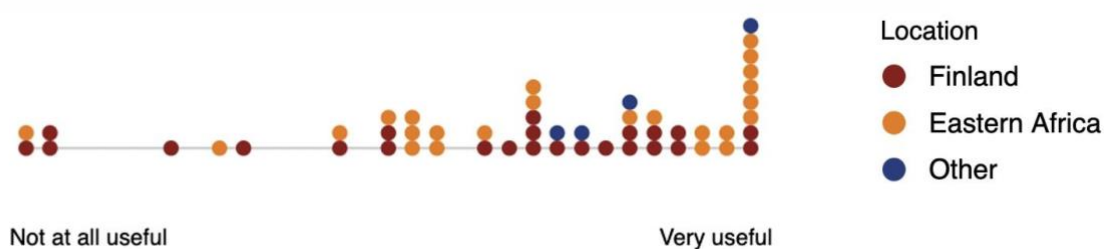
Stakeholders shared that they learned from the peer learning opportunities that involved innovations of other organisations (such as on regenerative agriculture and solar ovens). Respondents from elsewhere shared that participating in the Powerbank activities provided them with ideas to apply in their own context.

Stakeholders also gained skills and knowledge from conducting the experimentations. Some examples include:

- International Solidarity gained knowledge on the different uses of technology and different demographics and their preferred channel of communication and learned more about what works to provide advice to rural women farmers in Nyamira and Kisii Counties in Kenya.
- The International Youth Alliance for Family Planning Tanzania gained insights from the experiments that the issue of lack of accessible information about sexual health and other issues is larger than expected and learned about new ways of approaching it.
- Finn Church Aid is learning from including a new sector within the creative industries and how to conduct online training packages in the new experimentation.
- United Nations' Association Tanzania is testing which kind of messages and forms of presenting information on SDGs works well with youth (skills in social media content creation and knowledge on target audiences and strategies).
- Vikes' is collecting information through Ombea on how well Jamii FM enabled local communities to use the radio as a participatory tool for amplifying their voices and whether the marginalised and vulnerable rural communities have better access to information.
- Family Federation of Finland (Väestöliitto) gained a deeper understanding of the opportunities, restraints and challenges of working with AI technology when providing sensitive information.
- Physicians for Social Responsibility and ANDSEA gained more information on the needs of people with disabilities in the area of reproductive health.

Survey respondents considered the Powerbank activities and networks useful for gaining knowledge and skills, with an average score of 4 out of 5. In general, Eastern African respondents consider the activities and networks more useful for knowledge and skills than Finnish respondents. The scores for the usefulness of knowledge and skills related activities are slightly lower this year than they were in 2020.

Usefulness for learning about using technology in your work



Graph 13. Usefulness of Powerbank activities and networks for learning about using technology in your work

Learning about using technology in their work

62% of survey respondents considered the activities and networks of Powerbank to be very useful for learning about using technology in their work, 13% thought they were not at all useful (graph 13). Respondents working at large organisations (21 or more) consider it more useful on average than respondents working for smaller organisations (less than 20). This might be explained by the fact that larger organisations might have more space to adopt new technologies in their work, or the resources available to dedicate to applying them in their work. Eastern African and Finnish respondents both give the usefulness of learning about using technology in their work an average score of 4 out of 5.



Respondents who participated in more activities (more than 4) consider it more useful than respondents who participated in fewer activities (4 or less). This could be explained in the sense that not all technological solutions fit each organisation and thus participation in more activities would lead to exposure to more different technological solutions, increasing the chance that there is one solution among those shared that is useful for the organisations. Respondents who shared that there are no changes also indicated to not consider it useful for learning about technology in your work.

Usefulness for learning about innovation practices, methods and examples in your work



Graph 14. Usefulness of Powerbank activities and networks for learning about innovation practices, methods and examples in your work

Learning about innovation practices, methods, and examples

58% of survey respondents considered the activities and networks to be very useful in learning about innovation practices, methods, and examples in their work (graph 14). 9% considered it not useful at all. Eastern African respondents consider it more useful for learning about innovation practices, methods, and examples than Finnish respondents. Eastern African respondents give an average score of 5 out of 5 and Finnish respondents a score of 4 out of 5. No other differences between the different groups could be distinguished.

Usefulness for learning about collaborating with the private sector



Graph 15. Usefulness of Powerbank activities and networks for learning about collaborating with the private sector

Learning about collaborating with the private sector

47% of survey respondents considered the activities and networks to be very useful in learning about collaborating with the private sector (graph 15). 11% not at all. The difference between Eastern African and Finnish respondents is largest for this topic. Eastern African respondents give the usefulness for learning about collaborating with the private sector a score of 5 out of 5, whereas Finnish respondents give it a score of 3 out of 5. Stakeholders shared that many Eastern African CSOs already collaborate with the private sector and some encounter resistance in Finnish organisations. Some stakeholders also shared that they have also occasionally encountered resistance among Eastern African respondents. This result about the private sector echoes earlier findings that share that there is work for Powerbank to be done in creating connections between Finnish CSOs and the private sector.



Similarly to the answers provided on relevance, the usefulness of learning about collaborating with the private sector is seen most by those who participated in one or more than five activities, rather than those participating in 2 to 4 activities. Respondents working for organisations with more than 100 employees consider it particularly useful.

Some stakeholders also described what these changes in knowledge and skills led to, applying them in the organisation and adopting technology in activities. With consultation and guidance from Powerbank, Fida International now has its own Innovations, Technological and Corporate Collaborations (ITCC) objectives as part of the programme. Inspired by the work with Powerbank, ISF Kenya implementation strategy now includes actively engaging private sector players in their projects. Three Eastern African CSOs shared that they increased their knowledge on innovation and with that information changed their CSOs mindset and have now started to mainstream digitalisation and adoption of technological approaches in their existing and new project designs. The results of new digitalisation skills, such as working with Zoom, led to these skills being used by the Finnish and Eastern African teams. Such as one Eastern African CSO who shared to have learned virtual skills and now uses Zoom with break-out groups and conducts polls during the sessions. One of the innovation partners interviewed also shared that they experienced members and partner organisations to be very capable of using online tools like Zoom and Miro board in comparison to other events and credits Powerbank with playing a role in enhancing these skills.

Objective 3: Adoption of technological solutions

Powerbank supports CSOs to test, pilot and adopt technological solutions, through experimentation programmes and the portfolio with technological solutions on the website. Originally, Powerbank also intended to have a technological solutions library where CSOs could borrow tangible technological solutions, but this did not take place, mainly due to the COVID-19 pandemic shutting down offices and limiting travel and thus limiting the possibility of the exchange of physical devices. The experimentations were not planned in their current form at the start of the programme extension and developed over time. In 2020, seven experimentations took place with seven member organisations in three different countries. In 2021, fifteen experimentations took place with fourteen different member organisations (one member participating twice) in five different countries. The experimentations consisted of funding between 3.000 and 10.000 euros per experiment and support for the piloting of technological solutions within existing programmes of CSOs. The first two rounds of experimentations specifically focused on technology. The third round of experimentations opened in October 2021 and, partly based on recommendations from a study done by Tessa Leivo for the University of Turku, focuses on community-led innovation, without a specific technology focus.

60% of survey respondents adopted at least one technological solution in 2021 for longer-term use (32 respondents). 31 solutions were adopted in total, which includes 27 different tools. Some solutions were mentioned multiple times, like KoboToolbox, Aino Chatbot, Miro board and the Tienoo platform. The total list of tools experimented with or adopted can be found in Annex 4.

Stakeholders particularly mentioned that Powerbank gave them the courage, the skills, and the funding to start experimenting with technological solutions and innovation in their work. For example, a partner of a Finnish CSO was able to create their first innovation after encouragement and resources from Powerbank and an Eastern African CSO is now taking up more challenging innovations after encouragement from Powerbank.

“The innovation experiment encouraged our partner to create their first innovation. They had already had the idea in their minds, but they just needed encouragement and resources, which came from Powerbank’s side.” – a representative from Finnish CSO

They shared that Powerbank has opened their eyes to the different kinds of technological solutions that are possible, through participating in experimentations or learning about those of other CSOs. After participating in training sessions, several organisations have started piloting and testing KoboToolbox and starting using Miro board. Respondents also shared that the experimentations have provided them with new learning opportunities, for example with more insight and information into their thematic area or context, how to use artificial intelligence to provide sensitive information and how new tools, for example for data collection, work in practice.



Stakeholders shared that the outsourced experimentations in particular have enabled them to test innovations safely and provided them with an opportunity to pilot. Many different outcomes in CSOs adopting and experimenting with technological solutions can be identified coming from the experimentations:

- African Care digitised health clinics' registries and built an SMS notification system.
- To support the education of children in refugee camps in Kenya during COVID-19, Finn Church Aid started providing 500 radios to children to follow the educational radio shows and started supporting 24 teachers to use WhatsApp and Microsoft Teams for mentorship and exchange.
- Felm & C-Sema started providing 200 secondary students with the possibility to prepare for the national exam using online materials through tablets with solar chargers.
- Fida International and Full Gospel Churches of Kenya have used digital learning platforms with teachers in Magarini county in Kenya to improve the digital literacy curriculum.
- International Solidarity Foundation started using push SMSs, video illustrations and Facebook live videos to share messages on SGBV and FMG and ensure recent gains were not lost due to COVID-19 restrictions.
- Sports Development Aid used the data collection tool Ombea to quickly collect data from secondary schools in Mtwara and Lindi regions in Tanzania.
- Vikes elaborated on using community radios for education and benchmarked best practices.
- United Religions Initiative Great Lakes and Orthodox Church Aid and Missions FILANTROPIA started providing smartphones and power banks to community facilitators to do evidence-based reporting on sexual and gender-based violence.
- Y-Peer and Deaconess Foundation started to use technology in relation to employment in the experiment with Deaconess Foundation and the development of the Hiigsi app – started using technology-based solutions to address the lack of youth skills and unemployment problems in Somaliland.
- Family Federation of Finland (Väestöliitto) and International Planned Parenthood Federation started experimenting with using AI in providing advice and information about SRHR
- Finn Church Aid and Caring Hands are testing a blended learning (online and offline) training package on creative entrepreneurship with urban youth in Kampala.
- FELM started utilising technological solutions (AI tools) to provide social services for victims of domestic violence.
- FIDA International and Full Gospel Churches of Kenya are for the first time using a digital platform for sharing training content on food security in Kilifi County in Kenya.
- Finland-Somalia Association and partner Sahal Healthcare Development Association started using technological innovation for reporting practices.
- Inter-Cultura and @iLabAfrica at Strathmore University started using a digital tracking system for cervical cancer patients and SMS messages to send reminders for testing.
- Orthodox Church Aid and Missions Filantropia and United Religions Initiative started using a community-based voice and message system, using phones and power banks, to share testimonies on property injustices against women in Eastern Uganda.
- Physicians for Social Responsibility and ANDSEA Kenya started using a mobile phone application to collect data by and from people with disabilities.
- United Nations Association and United Nations Association Tanzania started using graphical designer tools to create youth-engaging social media content on sustainable development and the SDGs.
- Vikes started using the Ombea data collection tool for data collection on community radio services.
- World Vision started using audio-visual technology (media pack) in their programmes to test if it will help increase the effectiveness in delivering messages on the well-being of children in Kenya.

"We have learned much through the experiment that we have conducted through the support of Fingo Powerbank. As an organisation, we are already upgrading our skills in innovations and collaborations. We have the courage to take up more challenging innovations. We started with digital literacy for teachers in one of our working areas, now we are working on digitizing our training materials and are engaged in research for Open University Learning in Kenya. Before we started off with Fingo Powerbank, we would not have had the skills and courage to engage in these projects. We have new partners as a result of our engagement. We are more challenged to think 'without a box' for example, we now have the positive challenge of figuring out how to engage marginalized women and youth, who may not have access to internet services in the Open University programs." – a representative from Eastern African CSO

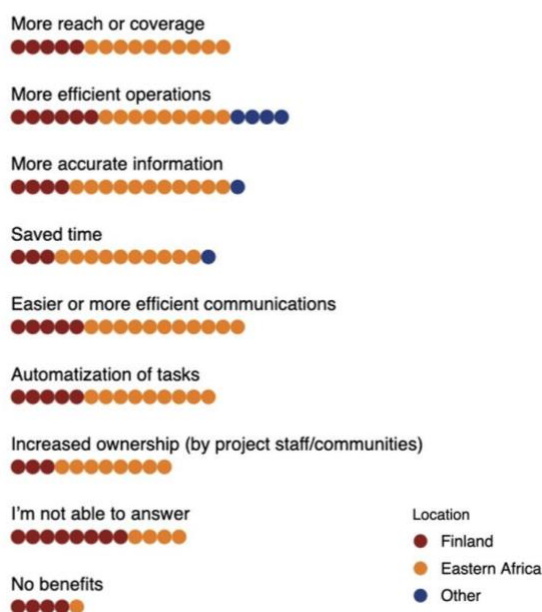


Others shared that they learned from the experimentations done by other organisations. For example, after attending Powerbank webinars, a Finnish CSO came up with a new programme to train young people in Burundi starting in 2022 and Vikes started using the Ombea clickers in data collection after being connected to LiiKe Sports and Development Aid who was using them in the first round of experimentations.

Several stakeholders shared that the experimentation and application of technological solutions have made them more effective in their work, in the sense of being able to collect more data or use time more efficiently, or in terms of the results achieved with their work such as the experiment of using phones and smartphones to record cases of injustice to women's property rights leading to more court cases and arrests. Other results that are shared are more motivated to work with technology and a mindset shift in working with technological solutions.

In fact, 63% of survey respondents reported that the adoption and experimentation of technological solutions brought their organisation several benefits. The most frequently selected benefits from the list are more efficient operations (37%), more accurate information (31%) and easier or more efficient communications (31%) (graph 17). For example, through experimentation, a Finnish CSO was able to register and standardise their ways of working and solutions used. Another example is that a Finnish CSO started to implement a new programme management system using new tools related to monitoring, data collection and programme evaluation.

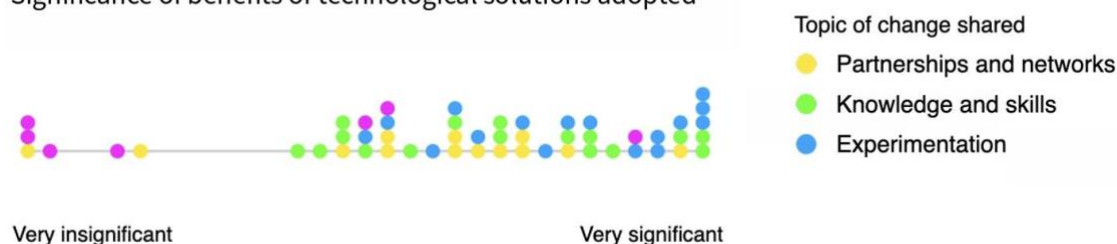
Benefits gained by adopting the technological solutions



Graph 17. Benefits for organisations of technological solutions adopted

53% called these benefits very significant for their organisation (graph 18). 11% considered the benefits very insignificant for their organisation. Respondents who shared stories about experimentations or piloting of technological solutions saw more significance of the benefits than those who shared stories about other topics. This makes sense as the experimentations were used to directly innovate or apply a technological solution within an existing programme. Respondents who work for member or partner organisations also indicate slightly higher significance than respondents working for organisations that are neither members nor partners.

Significance of benefits of technological solutions adopted



Graph 18. Significance of benefits for organisations of technological solutions adopted

"Yes, our organisation is now more effective and more professional. We feel like collecting the data and analysing the data is much easier and we can show the results." - representative of a Finnish CSO

Ultimate impact

The previous sections shared many examples of the outcomes and impact achieved by Powerbank. Different examples were shared of how CSOs have been able to become more effective in their work by adopting useful technological solutions, entering into new partnerships or gaining more knowledge and skills. Very practical



examples of how CSOs managed to become more effective in their work include the Finnish CSO being able to register and standardise their ways of working through the adoption of technological solutions, or the Innovations, Technological and Corporate Collaborations (ITCC) objectives that Fida International now uses as part of their own programme after consulting with Powerbank. Three Eastern African CSOs shared that they increased their knowledge on innovation and with that information have now started to mainstream digitalisation and adoption of technological approaches in their existing and new project designs. Inspired by the work with Powerbank, ISF Kenya implementation strategy now includes actively engaging private sector players in their projects. Many other impact examples have also been shared in the previous sections.

With the increased effectiveness of CSOs, Powerbank hopes to contribute to changes in their work, such as better access for girls and women to digital services or for teachers and students to information and learning materials. These changes are outside of the sphere of control for the Powerbank project and above the accountability ceiling. They are part of the ultimate impact Powerbank hopes to achieve.

In this evaluation, some examples of this ultimate impact have already been identified. The community facilitators working with United Religions Initiative Great Lakes and Orthodox Churches and Missions FILANTROPIA are able to report on cases of gender-based violence and property rights infringement with more evidence, leading to more cases being processed and justice. Women in Bungoma county in Kenya felt educated about cervical cancer screening and participated more frequently in screening services, which will increase the early detection of cancerous cells. The capacities of teachers from the Magarini sub-county in Kenya to understand policies and plans for integration of ICT in education and their technical capacities to use ICT have increased, and they are using ICT more frequently in their courses (Fida International and Full Gospel Churches of Kenya).

It is possible more examples of ultimate impact will become apparent in the coming years as the programme extension has only been running for two years. Several Finnish and Eastern African member and partner organisations shared that it was too early to say whether the increased effectiveness of their work had had an impact on the people they are working with.

5.2 Cross-cutting themes

What results were delivered in relation to the cross-cutting objectives of the development policy, especially for gender equality and the status of women, rights of people with disabilities and climate sustainability?

This question will be answered using the documentation review, results from the survey and key informant interviews.

According to survey respondents, 47% of the stories shared include the theme of gender equality and the status of women, 38% include the rights of people with disabilities, 32% climate sustainability and 32% did not include any of the themes. Survey respondents shared additional examples of changes regarding the cross-cutting themes. In some cases, respondents talk about their own projects and how these themes were involved, and in other cases, they talk about the effects Powerbank had on how they look at these three themes. For example, several respondents talk about the Technology and Digital Accessibility Toolkit that was produced and shared by Powerbank and how that informed their approach and implementation of activities.

Respondents working at smaller organisations were more often among those who did not share that their stories were about any of the cross-cutting themes than respondents working at larger organisations. With larger organisations, it can be assumed that the projects they are talking about are also larger and might thus include more of the themes.

"The story I shared did not directly comment on these topics, but they are all related and included. These themes are all cross-cutting issues in all of Fida's development programmes, but Powerbank gave us the opportunity to test some innovations and new technology that could have an even bigger impact to support vulnerable groups (women and PWD) more effectively. The use of improved technology can also have benefits on the environment." - a representative of a Finnish CSO



Gender equality and the status of women

Talking about changes regarding gender equality and the role of women, several stakeholders shared how they include gender in their project activities or how they specifically focused on it or included it in the experimentations they conducted with Powerbank, such as:

- United Religions Initiative Great Lakes and Orthodox Church Aid and Missions FILANTROPIA were able to supply community facilitators in Uganda with smartphones and power banks, provided by Powerbank, which made it possible to speed up the referral system for cases of infringements of women's property rights as testimonies could now be recorded, which led to more assertive women victims and more court cases.
- In providing information for students, All Our Children and the International Youth Alliance for Family Planning Tanzania specifically consider information for women and girls. And during the experimentation phase, they understood from the feedback that it was a good idea to expand the information on sexual health with other types of information such as on mental health, transport and finding appropriate internships at companies.
- Inter-Cultura and Strathmore University specifically focused on cervical cancer for women in underserved communities to reduce the health risks and increase screening rates.
- Family Federation of Finland (Väestöliitto) and International Planned Parenthood Federation provided specifically girls and women with increased access to information through their experiment with information on sexual health using AI technology, such as on contraception, gender-based violence and sexual rights.
- Through its experiment with using AI technology in the form of a conversational chatbot on gender-based violence, Feml provides specific information to women and about women's rights.
- International Solidarity Foundation, Manga Heart and Centre of Community Mobilisation and Empowerment (CECOME) specifically target rural women farmers with little or no education in their project on digital extension and advice on agricultural practices and livelihood.
- For the United Nations Association and United Nations Association Tanzania, gender equality and rights of women and girls are one of the main themes of the social media campaign on SDGs.
- World Vision's media bag pack specifically targets to promote gender equality.

It is not clear yet whether the above projects and experimentations that specifically target women have also led to an increase in women having a more active role in applying technology and innovation. This would be an interesting aspect to monitor and investigate further.

There were also examples of experimentations that did not specifically focus on gender equality but where gender was taken into consideration:

- In supporting the access to education of children in refugee camps in Kenya during COVID-19, Finn Church Aid provided sanitary towels for girls during the whole period of school shut down.
- Y-PEER Somaliland and Deaconess Foundation ensure that an equal number of relevant male and female candidates are presented to employers and opportunity providers, and some volunteers particularly target female potential candidates to engage them in the app and ensure their participation.
- Finn Church Aid and Caring Hands include a minimum of 30% women as participants in their new training package on creative entrepreneurship.
- Fida International and Full Gospel Churches of Kenya deliberately consider gender in the selection of participants for the digitised training manuals on food security in Kilifi County, Kenya.
- Physicians for Social Responsibility explicitly considers both women and men with disabilities in their experiment with a mobile phone application for the data collection on SRHR for people with disabilities.
- The experiment of Vikes in 2021 also collects information for Vikes' project on gender equality on gender-related values and attitudes of listeners to community radio broadcasts.

Next to the experiments, other changes regarding gender equality include CSOs being inspired to further integrate gender into their approach. For example, a Finnish CSO has further integrated gender aspects in their programming and practice at every level of implementation and an Eastern African CSO started being more gender-sensitive in designing and implementing their activities.



Others shared that the new tools for data collection they have learned from Powerbank also provide an opportunity for them to collect more information from those they work with on these themes. Felm also shared that they were able to present their experiment at an international UNFA conference to show how technological solutions can be used to support gender equality and the inclusion of people with disabilities. At Innovation Week Tanzania, Ndoto Hub and United Nations' Association Tanzania started collaborating in a project called SDGs4All with a specific focus on gender equality. Ndoto Hub specifically supports the empowerment of young women socially and economically, and their selection at the Innovation Week Tanzania also shows more focus on gender aspects.

The rights of people with disabilities

Several changes were shared about the rights of people with disabilities. Stakeholders mainly shared that they learned more about how technological solutions could assist people with disabilities, for example in using technological innovation in health care or using remote learning possibilities in education. A Finnish CSO shared that they especially learned about the possibilities for persons with disabilities to improve access and inclusion through technology. An Eastern African CSO shared that they also gained more information about the challenges to other supportive services people with disabilities need to improve their livelihoods and about what role caregivers to people with disabilities could play. Another Finnish CSO shared that they gained a new understanding of accessibility issues after reading the 'Technology and Digital Accessibility Toolkit' created by Powerbank together with Abilis Consulting. The toolkit is mentioned several times and some member and partner organisations report to have shared it with others inside their organisation. Appreciation for this particular toolkit has also been expressed in the feedback forms on particular events. For example, one disability inclusion specialist working for the UN Population Fund shared their appreciation for the toolkit and shared that they have applied it in their work.

A few respondents shared that they experienced that the rights of people with disabilities became a more integrated and a more important cross-cutting topic in their work. Two respondents shared that they have started new programmes with a more inclusive approach towards people with disabilities. For example, one Finnish CSO decided to make 'digital development among persons with disabilities and organisations of persons with disabilities' a thematic focus in their next four-year plan. Another Finnish CSO started a pilot project with a Finnish NGO and Tanzanian partner to implement a technology-focused project that will be inclusive to people with and without disabilities.

"We have developed a pilot project with another Finnish NGO and their local partner in Tanzania to implement a technology-focused project which will be inclusive to persons with and without disabilities. This will build the capacity of the Finnish NGO to mainstream disability within their programme work. Although this did not directly come from the Fingo Powerbank, the idea to focus on technology certainly did." - representative of Finnish CSO

One respondent reported increased interest from non-disability focused organisations in Tanzania to enhance their understanding of disability and inclusion. They shared that they see a shift in the landscape in Tanzania, supported by the MFA and Finnish Embassy in Dar es Salaam, where disability is becoming a stronger cross-cutting and core development theme.

Like with gender equality, stakeholders also reported that the new tools for data collection are providing them with opportunities to collect more information on this theme to inform future programming. Felm also shared that they were able to present their experiment at an international UNFA conference to show how technological solutions can be used to support the inclusion of people with disabilities and gender equality.

The rights of people with disabilities were also specifically focused on in some of the outsourced experimentations:

- Finn Church Aid started partnering with Humanity and Inclusion to reach and support children with disabilities through a network of classroom assistants.
- Physicians for Social Responsibility and ANDSEA Kenya started an experiment on inclusive digital data gathering with people with disabilities collecting data from people with disabilities.



The rights of people with disabilities were also considered in other experimentations, including:

- The smart bot focusing on sexual health information of Family Federation Finland (Väestöliitto) and the International Planned Parenthood Federation can be used via the Internet and comes with a voice option, limiting potential physical barriers for people with disabilities.
- In the development of the conversational AI chatbot on gender-based violence, Felm has identified one user group as women with disabilities to test the design of the tool.
- In the design of the workshop on creative entrepreneurship, Finn Church Aid and Caring Hands will take into consideration participants with disabilities, such as accessibility, communication, and personal assistance.
- Fida International has deliberately considered disabilities in the selection of beneficiaries for the digitised training manuals on food security in Kilifi County, Kenya.
- United Nations Association and United Nations Association Tanzania ensures that in their experiment with targeting SDG information to young people through social media there is an empowering representation of people with disabilities and a consideration of the accessibility of the produced content.
- The use of audio-visual equipment in the media pack in the experiment of World Vision can help reach people with disabilities in training and meetings.

Climate sustainability

Although 32% of survey respondents indicated their stories involved climate sustainability, not many changes were reported on climate sustainability. The only ones that were shared by stakeholders were that digital technological solutions reduce printing and transportation, limiting pollution. Some of these changes were not due to planned strategy but also because the COVID-19 forced people across the world to take their work, particularly events and activities, online. Some member and partner organisations did share that through new tools on data collection, they see opportunities for collecting more information on the issue of climate sustainability. None of the experimentations particularly focuses on climate sustainability. The 32% does indicate that climate sustainability is an issue stakeholders are working on.

5.3 Assisting factors & Limiting factors

What assisting and challenging factors were affecting the realisation and how should they be taken into account in the future implementation?

This question will be answered using information from the documentation review, survey results and key informant interviews.

Assisting factors

Several factors were mentioned that contributed to the changes and outcomes achieved in Powerbank and assisted the realisation of Powerbank's interventions. They have been categorised as internal factors for the Powerbank team, internal factors for member and partner organisations and external factors from the community or world at large. Internal factors for members and partner organisations and external factors from the community are both external factors for Powerbank.

Powerbank:

- **Approachable Powerbank team:** Regarding the Powerbank team, stakeholders shared that the achievement of the changes was assisted by an approachable and knowledgeable team. They shared that the personalities of the people in the team were helpful and helped CSOs to take on board the concepts of innovation and digitalisation. One member also shared they valued the quick response to emails.
- **Practical approach of the Powerbank team:** Several stakeholders expressed that they valued the practical approach taken by the Powerbank team. They described that their assistance in experimentations and the organisation of events was very hands-on. For example, one Finnish CSO shared that they thought it was very practical that the Powerbank team thought about recording a presentation in advance, in case the Internet connection cuts out during the actual event.
- **Relevant and flexible events:** Regarding the events organised, stakeholders valued the facilitation by the Powerbank team, the clear organisation with timely invitations, the short duration of the events, the sharp



focus, the quality of speakers and presentations, the relevant content fitting to current situations in organisations and project cycles, English-spoken sessions, and the use of various online tools, such as Zoom, Mural, podcasts and videos. Stakeholders also valued their participatory nature.

- **Peer learning and practical resources shared:** Stakeholders particularly valued the learning opportunities, particularly in the form of peer learning and the practical examples and resources shared by Powerbank. They appreciated the frequent sharing of supporting resources and reports. Members and partner organisations also appreciated the opportunities for exchange between Finnish and Eastern African CSOs and the possibility to also involve local staff and local implementing partners in the activities and events to participate in learning and exchange opportunities.
- **Local support:** Several stakeholders considered it helpful that Powerbank had team members working in Kenya. They shared that it made it easier to ask questions. Several members and partner organisations also value the visits the Kenya-based team members made to see the experimentations.
- **Experimentations:** Many stakeholders greatly appreciated the outsourced experimentations. Regarding the experimentations, they particularly mentioned the availability of financial resources as a key factor. They also mentioned a clear and encouraging process for experimentation without too many stringent rules, sufficient follow-up and sparring opportunities, including during the proposal writing stage, and the human resources available through collaboration. They also appreciated that the technological solutions used in the experimentations were easy to use, reused existing solutions and could also be replicated by other organisations after the experimentation is done. In general, stakeholders not involved in the experimentations did share that they valued the spirit of experimentation in the Powerbank, including the possibility to fail.
- **Facilitating networking opportunities:** Stakeholders valued the opportunities for networking provided by Powerbank. They appreciated that Powerbank uses existing networks and facilitates networking by bringing people together from different organisations and companies. Several stakeholders said that they valued the opportunity to introduce themselves and present their own work and listen to what others are working on.

"I really liked the experimental emphasis of Powerbank: it's great if you succeed but you can also fail and learn from both. The application process and management are lightweight which I truly welcome. If only the available funding would be bigger, and the array of countries in which to carry out the experiment would be larger." – a representative from a Finnish CSO

Member and partner organisations:

- **Available time and capacity:** Stakeholders most frequently mentioned available time and capacity to dedicate to participating Powerbank as a key assisting factor in the realisation of changes. Having enough time to dedicate to learning, participating in events, thinking about how to use what you have learned in your organisation and developing new partnerships were considered key.
- **Expertise and skills of partners:** Stakeholders also mentioned the existing expertise and (technological) skills of the implementing teams, for example, to carry out the experimentation, to apply new technological solutions and to innovate.
- **Building on existing networks:** Working with existing networks of implementing organisations was also considered a key assisting factor in achieving changes, for example with communities, governments, educational institutes or health care institutes.
- **Involvement of local community and target audience:** Involving the people the organisation works for directly in the innovation process was also considered a helpful factor. For example, the approach used by the International Youth Alliance for Family Planning Tanzania and All Our Children to directly involve students themselves for a period of time to set up the information platform for students and to not assume what the issues are proved vital to the relevance of the information.
- **Willingness to experiment:** The willingness and openness to experiment, learn and share from member and partner organisations was also mentioned as a key assisting factor to achieving changes. Stakeholders reported that they found people willing to put their time and skills in if they connected to the issue, even if they did not know where it would lead to.
- **Embedding in existing programmes:** Some stakeholders shared it was also helpful that new technological solutions were embedded in existing programmes making it easier to test out. Additionally, this also sometimes meant that existing ICT resources could be used or that people with existing skills could be involved.



- **Experience working with the private sector:** Some stakeholders shared that the experience many Eastern African partners already had with working with companies helped Finnish member organisations see different possibilities.

"Clearly, the external success factor was the experiences shared by other organisations that gave our organisation the needed background to proceed with our own journey. Also, our organisation reserved the needed resources, as a person was recruited for the digitisation project." – a representative from a Finnish CSO

External:

- **COVID-19:** The COVID-19 pandemic was an assisting factor for the realisation of the Powerbank interventions because it enabled more participation and exchange with Eastern African CSOs and CSOs outside the Helsinki metropolitan area. Originally, physical meetings had been planned as part of the Powerbank, but due to the pandemic, all events were moved online. The Powerbank team decided to combine all events, rather than have separate events in Finland and Eastern Africa as was originally planned, and to conduct the events in English. This contributed to more exchange between different CSOs, and other actors involved in Powerbank
- **Conducive context to innovation:** In some of the countries in Eastern Africa and in some sectors, the context is already very familiar with innovation, and this assists the realisation of new changes.
- **Pressure to change:** Some innovation partners, like Eastern African innovation hubs, mentioned that they consider the global pressure to stay and stay up to date also helps Finnish and Eastern African CSOs to want to innovate, as they want to stay relevant and sustainable.
- **Network and Internet connectivity:** In some locations where projects were implemented in Eastern Africa, sufficient network and Internet connectivity helped to ensure the technological solutions could be implemented and used.

Limiting factors

Several limiting factors were also identified. They use the same categories as the assisting factors.

Powerbank:

- **Restricted time:** Stakeholders indicated that the six-month timeline for the experimentations sometimes limited an adequate follow-up to identify emerging gaps, additional needs from implementers and beneficiaries and results achieved.
- **Insufficient involvement of businesses and universities:** Several stakeholders also shared that they thought not enough businesses and universities were involved, and not enough networking activities/opportunities presented. Regarding universities, they also shared that it is expensive to work with Finnish universities abroad, which limits their involvement and sharing of expertise.
- **Narrow geographical focus:** Additionally, they shared that the geographical focus on Eastern Africa sometimes limited their work as they work with countries outside that focus and share wishes for the extension of the geographical focus. Stakeholders working in other areas than Finland or Eastern Africa also shared that their focus outside these areas limited their participation in the Powerbank activities.

"Since I participated from Iran, I couldn't participate in project activities and talk about my experiences in Iran, most of the people said "it is not related", and they wanted to focus on the African continent." – representative of Iranian CSO

- **Event-orientation:** Innovation partners such as the Eastern African innovation hubs shared that they considered the focus on co-organising events, rather than programmes or more long-term collaboration, to limit the changes that could be achieved together.

Member and partner organisations:

- **Restricted time available:** The factor that was by far the most frequently mentioned by stakeholders was time available to explore opportunities, innovations, and partnerships further. Time was also mentioned in relation to taking time to change mindsets, to materialise new ideas, to get approval from relevant Ministries to implement the experiment, to work out collaboration proposals with companies, or in the sense of timing during the project planning cycle, as changes in ongoing development processes and projects are difficult to make in the middle of the project period.



- **Limited human resources available:** Stakeholders also frequently shared that a limiting factor was the human resources available, with respondents sharing they had competing responsibilities and limited staff available to dedicate to innovation opportunities.
- **Limited financial resources available:** Financial challenges were also mentioned, in general, to get support for innovative ideas and specifically for scaling up the innovations after the experimentations finish.

"There are structural issues in my organisation that perhaps limited changes. Although my organisation is small and flexible, we are not always in a position to introduce innovations to our partners. We are not fully in control of the work that is being done on the ground with our funding as project implementation is done by the partners that are independent. We cannot dictate the way they work, for example. Although I found PB activities interesting and inspiring it is not easy to get colleagues excited as well." – Representative of Finnish CSO

- **Resistance to change:** Some stakeholders also shared that in Finnish CSOs they encountered resistance to change and to the idea that technological solutions would work and fit the context. They shared that it is sometimes an obstacle that there is limited understanding of the ongoing challenges in the operational environment and that sometimes innovations can seem like a good idea but are not implementable in the context. Some member organisations also shared that they sometimes encountered an initial unreceptive attitude from partners to work on innovation and use technological solutions.
- **Technological and digital resources:** Some technological obstacles were also shared like having enough airtime and data credits, the availability of digital equipment like computers, and having a stable Internet connection. Limited knowledge on new technologies needed and the need for skilled instructions to instruct on digital solutions were also shared, not just with staff but also with beneficiaries.
- **Not fit for all types of CSOs:** Also, stakeholders shared that they consider that the approaches of the Powerbank do not fit all types of CSOs. One stakeholder expressed doubts about how well partnerships with the private sector would work if operating in refugee camps and another shared that the nature of working as a network organisation prevents them from participating in the experimentations.
- **Pilot fatigue:** A few stakeholders warned about pilot fatigue with implementing organisations or in communities. One Eastern African CSO gave an example of how in the health sector organisations can keep coming in to test new technological solutions, but without adequate follow-up, it risks being not so useful for those involved in the long run.

"We have to avoid that there are more pilots on land than pilots in the air." - representative of Eastern African CSO

External:

- **Network and Internet connectivity:** In some locations where projects were implemented in Eastern Africa, network and Internet connectivity are unstable or at a low speed influencing the possibility to use technological solutions that depend on stable and sufficient speed. Availability of electrical power also plays a role in this.
- **COVID-19:** The COVID-19 pandemic can also be described as a limiting factor, in the sense that it limited face-to-face contact and actual live demonstrations of innovations and technological solutions. With less face-to-face contact, it affected networking opportunities as it limited informal conversations during and around events and limited meeting stakeholders. It is also limited in being able to see how technological solutions work in real life and prevented the technological solutions library that Powerbank planned to take off. There was also remote working fatigue. Dealing with different and changing regulations around COVID-19 was also an obstacle.

5.4 Lessons from other umbrella organisations

What can Fingo learn about effectiveness from the comparison to the other umbrella organisations?

This question will be answered using information from the review of relevant documentation of Fingo Powerbank, the Partos Learning and Innovation Programme and Globalt Fokus' innovation-related activities and the exchange with representatives of Fingo, Partos and Globalt Fokus. Annex 7 provides an overview table where the main differences between the three approaches can be read.



Activities

The activities conducted by the three umbrella organisations are quite different. Powerbank organises training on technological solutions and match-making events supported by a matchmaking platform on their website, where they also publish resources, such as reports and toolkits, next to their advisory and sparring services. Powerbank supports CSOs to test, pilot and adopt technological solutions, through experimentation programmes and the portfolio with technological solutions on the website. The Partos Learning and Innovation Programme includes innovation labs, working groups, communities of practice, events, monitoring and evaluation training, and matchmaking and networking for CSOs, companies and other parties. The activities of Globalt Fokus on innovation include innovation support for members, building innovation monitoring and evaluation capacity, the innovation working group and providing input to the Danish Ministry of Foreign Affairs' strategic partnership agreements on innovation integration. Additionally, as innovation is spread through the whole organisation, innovation plays a role in other activities by Globalt Fokus. This already shows that the scope of the activities is quite different for each organisation.

One key difference is that Partos and Globalt Fokus engage members in long-term innovation processes, for example in the previous Innovation Labs run by Partos member organisations and other parties were engaged for a longer period of time to come up with an innovation or solution together. Powerbank uses shorter processes, for example in the experimentations where they offer small grants of 3.000 to 10.000 euros per experiment after a selection process. Additionally, Powerbank's activities, such as the experimentations, usually involve a few different parties, whereas the innovation labs, communities of practice or working groups of Partos and Globalt Fokus involve many different parties for longer processes of collective collaboration. Another difference is that the Powerbank experimentation uses existing innovations and technological solutions, whereas during the Partos processes members and other actors come together to develop a new solution or innovation.

There are advantages and disadvantages to each approach. For example, Powerbank's experimentation activities yield quick practical results that are embedded in existing programmes and do not need a lot of resources from Powerbank. Longer co-creative processes cost more resources and are not sure to yield practically applicable results. On the other side, there is also power in the co-creative process involving different members and stakeholders to address a particular issue. Additionally, it asks for a more active role from members, rather than members being facilitated like in many of the Powerbank activities.

Approach to activities

A difference can also be found in who sets up the innovation-related activities in the organisation. For Powerbank and the Partos Learning and Innovation Programme, the teams set up and design the activities, using input from members, with Partos being slightly more directive in its approach and Fingo more flexibly responding to the ideas and needs of members. For Globalt Fokus, the specific innovation activities in the form of the innovation working group are all initiated by the member organisations, facilitated by Globalt Fokus. Of course, this difference is also influenced by a difference in resources for the different organisations (members taking a more active role is particularly favourable if your team is smaller). The set-up of the working groups at Globalt Fokus starts from the premise that the members have the innovation expertise, and Globalt Fokus merely brings them together. This is different from Partos and Fingo who specifically bring innovation expertise to their members in their teams.

In this case, Globalt Fokus fully embraces the role of the connector and avoids taking a role as an expert. This is an interesting approach for Fingo and Partos to consider as they manoeuvre between providing knowledge and expertise and facilitating knowledge exchange and a unilateral versus a multilateral approach.

Results

There is also a difference in the Theories of Change of Powerbank and the Partos Learning and Innovation Programme. For Powerbank, the objective is for CSOs to become more effective in their work by innovating, adopting technological solutions, and collaborating with the private sector. For Partos, the adoption of technological solutions is considered above their accountability ceiling, as they do not directly try to influence organisations adopting new solutions but can only expect this as an impact of their activities and collaborative



processes. As this is out of the scope of their actions, the Partos Learning and Innovation Programme does not know whether the co-created innovations are adopted by CSOs in the end (unless they are told about it of course). In this sense, although Powerbank is operating on a different scale with smaller piloting experiments, they manage to be more practically effective.



6. Coherence of Powerbank

This chapter will provide answers to the question regarding the coherence of Powerbank implementation within Fingo and within member organisations.

6.1 Coherence within Fingo

To what extent has Powerbank implementation been coherent internally in Fingo?

This question will be answered using the information coming from the interviews with the Powerbank team and Fingo directors and advisors.

The Powerbank programme extension was elaborated in 2020 to be an extension to the existing Fingo programme running from 2018 to 2021. The idea behind Powerbank goes as far back as 2015 when one of Fingo's predecessors Kepa hired a new advisor who was focused on collaboration between CSOs and the private sector. Then, with the merger between Kepa and Kehys to Fingo in 2018, Fingo hired a new advisor with experience in using technological solutions in development. This particularly fitted the interests of Fingo's executive director who wanted to focus more on how private sector cooperation and digitalisation can benefit the poorest of the poor. Additionally, there had been conversations and ideas in Fingo on how to facilitate matchmaking between member organisations and companies and what role Fingo could play in this. Finally, the Finnish MFA put out a new call for specific additional funding and this was the final push to submit a specific programme extension including private sector collaboration, innovation, and technological solutions.

This origin story shows two things: 1) it shows that the topics of private sector collaboration, innovation and technological solutions emerged from within Fingo, which they could act on with new expertise coming in, and 2) it shows that the experimental approach is inherent to Powerbank, and this is congruent with the current approach. This thus shows that the Powerbank topics of private sector collaboration, innovation and technological solutions, and its experimentation approach are also internally coherent within Fingo.

Next to that, the objectives of the Powerbank are directly linked to the objectives of the overall Fingo programme, making them quite coherent with the wider Fingo strategy. In implementing these objectives, many activities of the Powerbank are of a more practical or less strategic level than the activities of Fingo as a whole. For example, the activities of Powerbank do not include any lobbying, advocacy, or awareness-raising elements. Even regarding the topics where Powerbank could take a stance ("CSOs should work with the private sector", or "CSOs should use technological solutions to innovate"), Powerbank seems to take more of a practical approach, simply suggesting them as opportunities for collaboration and innovation or increased effectiveness. Powerbank also does not focus on creating policy change or on informing or changing the mindset of the general public. Fingo directors and advisors share that not taking a stance is also what particularly enabled Powerbank to function as a connector of CSOs, businesses and other actors, as they are free to enter into dialogue with them and actors are approached from a more neutral position. In this sense, even though Powerbank does not take a position as much as other Fingo units might, this stance does help them be coherent with the objectives of Fingo in general.

Another aspect is that Fingo wanted to experiment with more integration and exchange of actors from the Global South. In most of the Fingo activities, Fingo does activities with Finnish organisations with an occasional speaker or trainer from the Global South. In the Powerbank, Fingo was able to experiment with not just more participation of people from Eastern Africa but actual co-creation of activities, also with two members of the Powerbank team working for member organisations based in Kenya. COVID-19 assisted in this regard as it made the integration of Finnish and Eastern African activities easier, as everyone was working online. This aspect is considered very coherent to the Fingo approach by Fingo staff and is another example of experimenting with an approach. The challenges for coherence according to the team are that they have to pay attention to remember that they are representing members of Fingo, and not take over the wishes and needs of those they are working



closely with in Eastern Africa, though they of course occasionally overlap. This can particularly bring challenges as Powerbank team members are seen as representing Eastern African wishes and needs, as team members come from Eastern Africa, but are representing Fingo and its Finnish members. On the other hand, the capacity of the team to engage with both Finnish and Eastern African wishes and needs easily is seen as helpful for the implementation.

Lastly, in the practical implementation of the Powerbank activities, there are some coordination issues to iron out between Powerbank and Fingo. Powerbank has proven to be flexible to adapt to the wishes and needs of Fingo's members, and in some instances, this flexibility left other Fingo units out of the loop. For example, Powerbank and the Learning Unit organised a training on the same topic on two following days. The integration between the Powerbank implementation and the implementation of other Fingo activities has started and needs further attention in the future. For example, including the digital tools used in Powerbank in training sessions of the learning unit, using technological solutions and innovation identified by Powerbank in monitoring and evaluation training to members; and using a similar format for training sessions across Fingo (Powerbank and other units) so trainees know what to expect. Considering the Powerbank unit has only been running for two years, it is expected that with more time and more connections between the Fingo units these minor integration issues will iron themselves out.

6.2 Coherence within member organisations

To what extent has Powerbank implementation been coherent in member organisations?

This question will be answered using the information from the survey and the key informant interviews with member organisations.

Survey respondents were asked to reflect on the coherence of the Powerbank activities with their own activities. 70% of respondents shared that they consider the activities they have done with the Powerbank to fit very well with their own activities (graph 19). 4% of respondents think they do not fit at all.

Do the activities you have done with Powerbank fit with your own activities?



Graph 19. Fit of Powerbank activities with the organisation's own activities

Representatives from Finnish member organisations indicated that the implementation of the Powerbank activities fit the activities done by the Finnish CSOs. They shared that it supported their work, enabled them to increase the scope of their work and updated them on issues of digitalisation and innovation. Regarding the experimentations, they shared that even though the amount of money they could receive was small and they had to do a lot for it, the support was flexible and easily incorporated and led to tangible results that they can use, also in other projects and programmes. The Finnish member organisations appreciated the move from purely technology-focused experimentations to community-led innovations and some shared that they considered that this would increase the fit of the Powerbank activities with their own activities. One stakeholder shared that the experimentation also led to more coherence inside the member organisation, as it enabled them to link some projects together that were previously separated. Some stakeholders shared that the fit could be better. One stakeholder said that they greatly appreciated the spread of options Powerbank laid out for NGOs, but that the right option was not there yet for them. They suggested that continuing with laying out different options would work.



"Powerbank has updated our work." – a representative of Finnish CSO

Stakeholders from Eastern African partner organisations shared that the Powerbank implementation fit fairly well with their own activities. They said that they align with the Powerbank's social impact objectives and that they were able to integrate the experimentations well within their organisations, providing them with practical solutions to some of their challenges, such as having an online platform that enables them to provide more information on sexual and mental health to youth in Tanzania or using a faster, more efficient and evidence-based referral system using smartphones for victims of property rights' infringements in Uganda.

The respondents who participated in 5 or more activities state that the activities fit slightly better than those who have participated in fewer activities. This seems to fit the general trend that those who participated in more activities consider the Powerbank to be more relevant for their own work. The respondents who participated in experimentations and piloting share that the activities fit particularly well for them. This is a good result as this shows that the experimentations were able to be applied to existing programmes as planned and were not used as separate elements.

In terms of coherence of the Powerbank activities with members' own activities, there are no differences between respondents from Finland or Eastern Africa, sizes of the organisations, or between members and non-members.

As explanations for their answers, respondents share that it mainly fits well because the innovations and technological solutions learned about, shared, and experimented with in Powerbank support the work that the CSOs do and that it links well with their own objectives, targets, and activities. Many respondents share that the activities and networks of Powerbank have inspired their work, in the sense of providing new ideas, encouraging them to innovate, updating them on digitalisation, and providing information on funding opportunities. They share that technological solutions, innovation and private sector collaboration are topics that are relevant for their organisations. Powerbank has offered networking opportunities and boosted their use of technological solutions and innovations. Lastly, respondents share that it made communication with the target audiences and local partners easier and that it improved data collection and monitoring. As to reasons why the activities and networks of the Powerbank did not fit well within their organisations, respondents mentioned that the themes of innovation, technological solutions and private sector collaboration were not that relevant for all organisations, sharing, for example, that the organisation does not play a role in project implementation, is already using advanced technological solutions, or is fitting better with personal aspirations rather than organisational ones. Another issue frequently mentioned is a cultural one. Some respondents mentioned that the culture of experimenting is not always there or that due to the culture of development cooperation building reliable partnerships with motivated partners in the Global South takes time. Lastly, some respondents mentioned that they considered the timeframe of the experimentations to be too short to really fit well in the organisations.

"The activities directly supported achieving our project objectives and improved the involvement, participation and inclusion of the participants and target groups." – a representative of an Eastern African CSO

6.3 Lessons from other umbrella organisations

What can Fingo learn about coherence from the comparison to the other umbrella organisations?

This question will be answered using information from the review of relevant documentation of Fingo Powerbank, the Partos Learning and Innovation Programme and Globalt Fokus' innovation-related activities and the exchange with representatives of Fingo, Partos and Globalt Fokus. Annex 7 provides an overview table where the main differences between the three approaches can be read.

Internal structure

The structure of the innovation activities and how they fit within their wider organisations is very different for the three umbrella organisations. The Partos Learning and Innovation Programme is a separate programme inside Partos with separate funding and a separate team running for a period of five years (2021 - 2025). In Globalt Fokus, innovation is a separate pillar in the overall strategy of Globalt Fokus programme (2020 - 2023) and is also integrated into the wider programme as a mindset and culture of innovation. Fingo finds itself on middle ground,



with a separate team and budget, but not operating as a completely separate programme, like the Partos programme.

After the previous Partos programme the Spindle ended in 2020, Partos decided to change the name of the Spindle into a name including the Partos brand. The final evaluation of the Spindle indicated that the Spindle's role as a connector and matchmaker mainly worked well in connection with Partos and its network. Partos also wanted the Spindle innovation activities to reflect on Partos and reinforce the Partos brand as an organisation working on innovation. Therefore, they opted to rebrand the name. Powerbank also uses a separate name from Fingo. In elaborating their matchmaking and networking activities in the future programme, Powerbank can learn from Partos in ensuring that they remain connected to Fingo in using the wider Fingo network. Having a separate but connected website to share the innovation activities on, like Powerbank does, is something appreciated by the Partos team, and they intend to create their own webpage in the future.

There are advantages and disadvantages to each of the different structures. Operating as a separate programme provides a separate identity and clarity and focus of the activities and interventions. Functioning as a separate programme with a separate team and budget also can create more distance to other teams in the organisation requiring more attention for coordination of activities. Applying innovation organisation-wide provides opportunities to attach or suggest innovation to more different elements of the organisation, but also risks being potentially more reactive to opportunities than purposefully steering.

Monitoring, evaluation and financial reporting

The different structures of the innovation activities of the three umbrella organisations also influence the monitoring, evaluation and financial reporting. For Powerbank and the Partos Learning and Innovation Programme, they have objectives and results to report on specifically for their programme. For Globalt Fokus, their innovation activities fall under the overall Globalt Fokus strategy and result framework, with openness and flexibility for their specific innovation activities on the yearly level. Financial structures and possibilities also influence the flexibility of the interventions and programmes to change and adopt new elements. For each country, there are different rules on whether umbrella organisations can sponsor projects or only purchase separate elements, like the experimentations of Powerbank.

Objectives and goals

As the innovation activities of Globalt Fokus operate within the wider Globalt Fokus strategy, there is no separate strategy or objectives outside the wider organisational strategy. For Partos, the Partos Learning and Innovation Programme has its own objectives and Theory of Change. The Partos team shared that recently they have co-creating a new Theory of Change for the Learning and Innovation Programme together with different Partos departments, like the communications department and the lobby department, to come up with a coherent Theory of Change linking to the wider Partos Theory of Change and creating more coherence within the organisation and their specific ambitions. The objectives of Powerbank are linked to Fingo's overall objectives. For the new programme, Powerbank could assess how their specific objectives link to the new objectives of Fingo's wider programme and how their Theory of Change fits in with the one for the whole of Fingo.



7. Discussion

This chapter shares reflections from the evaluation team on the results of the evaluation. It presents dilemmas and challenges that emerge from the results and the comparative study between the three umbrella organisations.

From the evaluation results, a set of dilemmas emerge that ask Powerbank to navigate them. Powerbank would do well to be aware of them and to continuously discuss and balance the advantages and disadvantages of each position.

Safe to fail versus Getting results

Stakeholders shared that they appreciated the experimental approach of Powerbank and sometimes had difficulties applying this approach outside of Powerbank experimentations, as the culture in the development sector is one of getting results and clearly showing how the budget contributes to the changes, in combination with competition for funds in the Finnish development sector, this decreases the space for testing out and being able to fail. During the interpretation session, it was discussed that, in general, respondents who participated in the experimentations provided more positive answers than respondents who did not participate in any experimentations. But not all respondents who participated in experimentations provided positive answers. This shows that not all experimentations were huge successes and that Powerbank is providing a space to test out and experiment. The dilemma of learning from failures and operating in a context that asks for constant success is something Powerbank has to keep in consideration.

Making money versus Making an impact

A dilemma frequently mentioned by those involved in the evaluation is that there is an essential difference between the goal of CSOs and the goal of businesses. Whereas one strives for making money and expanding their clientele and revenues, the other strives for making an impact in a community or group of people. This difference could already be heard in how different informants spoke about those from the category, for example with companies and innovation hubs speaking about “gaining access to CSOs”. While these different goals are not always irreconcilable, as can be seen in many examples in the Powerbank, several survey respondents and key informants expressed their concerns about this opposition. Some respondents suggested hybrid forms, like social enterprises, that would ensure the sustainability of NGOs and create an impact. But not all agree with this solution. This presents a balancing act for Powerbank in involving both CSOs and businesses.

Growing versus Becoming redundant

A related dilemma regarding differences between CSOs and NGOs is about their ultimate goal. The ultimate goal of business is to grow and expand their business, whereas for CSOs the ultimate goal should be to become redundant, to no longer be necessary for the community you are striving to impact. Whereas the short-term goals of CSOs and businesses might be unite-able considering both usually require a constant influx of resources to keep going, the ultimate goal is very different.

Connecting people versus Facilitating partnerships

This dilemma relates to Powerbank’s role in creating networks and partnerships. Is Powerbank’s role to ensure that CSOs, businesses and other actors can find each other and are introduced? Or does it go further than that and does Powerbank facilitate the partnership coming from it? There is something to be said for each option. Functioning only as a connector requires fewer resources from Powerbank’s side and taking up the role as a facilitator might lead to more long-term results but does influence the partnerships entered into. For now, this dilemma is something the Powerbank team shared to get drawn into, particularly if those involved are under the impression that potential funding is involved. For the future, it is up to Powerbank to find the right balance of efforts and results.

Promoting Finland versus Facilitating global exchange

Another dilemma for Powerbank is to navigate the expectation of promoting and representing Finnish needs and wishes, coming from the MFA and Finnish member organisations, and striving towards facilitating a global



exchange of innovations and technological solutions. Of course, Powerbank is grounded in Finland and the starting point of their interventions will always be to represent and answer to the needs and wishes of their Finnish member organisations. By no means are the Finnish and global challenges mutually exclusive. However, there are different options in the way that this is leveraged in the global exchange. Considering the trend towards equal exchange and the inevitable further breakdown of white saviour approaches in development, Powerbank will need to continue navigating and assessing this dilemma.

The following dilemmas, or challenges, emerge particularly from the comparative study between the three umbrella organisations:

Agenda-setting versus Staying neutral

A challenge that was brought forward from the comparison between the umbrella organisations in the Netherlands, Denmark and Finland is deciding on the strategy towards innovation. A more advocacy-oriented role can help to advocate for issues that are considered important, for example by providing space and exposure for initiatives, such as inclusion. It also shows that there are difficulties in executing it. Taking a neutral position allows for more open dialogue with all kinds of actors but limits the possibility to make an impact on certain key themes.

Predetermined content-oriented themes versus Continuous space for members to decide

With more content-oriented themes, an umbrella organisation can directly influence certain topics. However, it also limits the inclusion of other potentially relevant themes for learning and innovation that emerge along the way and affects the freedom of members to bring in new issues in a demand-driven way. The benefits of open themes or themes that span the whole umbrella organisation are that the content can be suggested by member organisations and their partners and that they can be more easily linked to other interventions of the umbrella organisation. However, the disadvantage is that this is more difficult to steer, to explain to donors and that it is, at times, dependent on individuals.

Long-term innovation processes versus Short-term processes

Short-term processes, like Powerbank's experimentations, can yield quick practical results that do not need a lot of resources. Longer co-creative processes cost more resources and are not sure to yield practically applicable results. On the other hand, there is also power in the co-creative process involving different members and stakeholders to address a particular issue with members taking more ownership in the design of an innovation or solution.

Internal structure: Innovation integrated versus Separate entity

Operating as a separate programme with a separate team and budget simplifies operations for a team and makes it clearer for members. It can, however, also create more distance to other teams in the organisation requiring more attention for coordination of activities. Applying innovation organisation-wide provides opportunities to attach or suggest innovation to more different elements of the organisation, but also risks being potentially more reactive to opportunities than purposefully steering.



8. Conclusions & recommendations

This chapter presents the conclusions of the evaluation and the recommendations for future programming. The suggestions shared by members and partners can be found in the online interactive report.

8.1 Conclusions

Powerbank objectives and approaches have been **relevant for member organisations and their partners**. The objectives regarding technological solutions and new knowledge and skills are considered to be relevant objectives. The objective of collaboration with the private sector is also appreciated, but more can be done to ensure its relevance. Particularly, members express that they value the idea but (still) see limitations for its practical implementation in their context. This indicates an area to pay attention to if Powerbank wants to continue with private sector collaboration in the next programme.

The objectives and approaches have been slightly more relevant for member and partner organisations than for non-member and non-partner organisations who participated in Powerbank's activities. This shows that Powerbank has successfully been able to provide relevant interventions for its members and their partners. Eastern African stakeholders consider the objectives to be slightly more relevant than Finnish respondents. First of all, this shows that Powerbank has managed to respond to the needs and wishes of Eastern African CSOs in a relevant manner. Secondly, it seems to show that relevance is particularly experienced when closer to the actual implementations of projects. There is no difference in perceived relevance for organisations of different sizes. This indicates that the Powerbank activities and networks have been able to be relevant for gaining knowledge and skills and experimenting with and adopting technological solutions for organisations of all sizes. However, the objective of connecting to the private sector is considered slightly more relevant for large organisations, indicating an area of focus for the next programme. The activities and networks of Powerbank have limited short-term relevance and mainly become relevant with frequent participation (more than 5 activities). Relevance seems to be immediately obvious but only becomes practically implementable after participating five times. Collaboration with innovation partners and universities is partially relevant and can be expanded on in the future. The experimentation approach, the geographical focus on Eastern Africa, the active involvement of Eastern African CSOs and the added value to Fingo's overall mandate also contributed to the perceived relevance for member organisations and their partners.

Powerbank objectives and approaches have been **relevant for the changing context of development cooperation**. To stay relevant in the future, this evaluation brought forward seven key trends Powerbank should take into consideration. They include more collaboration between CSOs and companies, changing donor dependency of CSOs, voluntary-based organisations losing ground, drive for equal exchange, need for capacity building on technology, increased inequalities linked to digitalisation and privacy risks.

Different **results have been delivered** to member organisations. Stakeholders gained new contacts or partnerships inspired or facilitated by Powerbank in 2021. A total of 482 new contacts were gained in 2021, mainly consisting of Finnish CSOs, Eastern African CSOs and Finnish businesses. Powerbank activities and networks in creating new contacts have been useful, particularly so for Eastern African CSOs. Stakeholders learned about different ways of working with the private sector. Even if not all members did actually form new partnerships with companies, the opening up to the possibilities is already a significant result. In addition, stakeholders were inspired or were supported by Powerbank to apply for new funding.

Members and their partners learned more about the possibilities of using technology for development. Powerbank activities and networks have been quite useful for gaining knowledge and skills. Learning about using technology in their work was most useful. The new knowledge and skills have been applied in the organisations, with examples of CSOs changing strategies, mainstreaming digitalisation in their programmes, and adopting technological approaches.



The evaluation shows that stakeholders have adopted technological solutions in 2021. 27 different tools were adopted in 2021, sometimes by multiple CSOs. Powerbank provided CSOs with the courage, the skills and the funding to start experimenting with technological solutions. The outsourced experimentations particularly led to many tangible results in CSO adopting new technological solutions or learning from the experiences of others. The adoption and experimentation of technological solutions brought benefits for stakeholders, mainly including more efficient operations, more accurate information, and easier and more efficient communication, but these benefits are only moderately significant for their organisations.

Results have also been achieved on cross-cutting **themes**, most notably on the rights of people with disabilities and gender equality. No results have been achieved in relation to climate sustainability.

In short, the Powerbank **objectives have been achieved** and CSOs have become more effective in their work. This increased effectiveness already had some concrete impact on the people with whom they work, showing a few examples of achieving Powerbank's ultimate impact.

Several **assisting factors** contributed to the achievement of these changes. The Powerbank team was approachable, used a practical approach, included local support and organised relevant and flexible events and experimentations, facilitating networking peer learning opportunities and shared practical resources. Members and partners had time and capacity available, used expertise and skills of partners, built on existing networks, programmes and experiences with the private sector, were willing to experiment and actively involved local communities and target audiences. Externally, the COVID-19 pandemic facilitated online conversations, conducive contexts in Eastern African countries and sufficient network and Internet connectivity facilitated innovations and the pressure to change inspired innovation and digitalisation.

Several **limiting factors** have also been noted. For the Powerbank interventions, time for experimentations was considered short, involvement of businesses and universities insufficient, the geographical focus narrow and the event-orientation with innovation partners not sustainable. For members and partners, time, human, financial and technological resources to dedicate to participation and innovation was sometimes restricted. There was also some resistance to change and pilot fatigue. Externally, limited network and internet connectivity and COVID-19 affected collaboration and innovation.

Powerbank implementation has been **internally coherent** in Fingo. The themes emerged from within Fingo and the experimental approach of setting up Powerbank is congruent with Powerbank's current approach, for example in the integration of more Eastern African CSOs in Powerbank and the presence of team members in Kenya. The Powerbank objectives are linked to the wider Fingo objectives. Powerbank takes a more practical approach compared to other advocacy and awareness-raising approaches within Fingo. However, as this approach assists Powerbank in its role as a connector, this is also in line with Fingo's overall objectives. Implementation is also **coherent within member organisations**. The activities fit well with the activities done by members.

8.2 Recommendations

This section includes the recommendations from the evaluation team to Powerbank and Fingo as a whole, particularly for the next programme.

- **Connection with the private sector**

The results of the evaluation show matchmaking and connecting is not considered the most relevant objective, particularly for Finnish members. Outside of the experimentations, not many actual new collaborations between companies and CSOs were started. However, the results do show that significant groundwork has been done to open up the thinking towards collaboration with companies of members and their partners. Stakeholders shared that they see the relevance of private sector collaboration for the sustainability of their efforts, also in the sense of providing them with other sources of funding. For the future programme, Powerbank could expand its focus on private sector collaboration to include a wider range of actors that can support CSOs with different forms of funding and increase their sustainability. In this way, the new ideas about collaboration translate to actual collaborations in practice and the element of inspiring funding can be further integrated in the Powerbank



interventions. The collaborations are particularly difficult to practically implement for smaller CSOs. In continuing to supply practical examples of what CSO-company collaboration looks like, Powerbank could particularly include examples of small CSOs working with businesses and offer sparring and advisory services for small CSOs to lift the time and capacity burden. For example, informal exchange events could be organised between small CSOs where they could openly brainstorm about how to go about it, without businesses being present or the need to act upon it immediately.

- **Continued exchange and peer learning**

Members and partners particularly value exchange and peer learning opportunities and Powerbank sharing practical examples from other cases. In the next programme, Powerbank should definitely continue offering these opportunities to learn from others and be able to exchange in and between Finland, Eastern Africa and elsewhere. Linked to the previous recommendations, members suggest elaborating the exchange opportunities, also in more informal formats. For their own learning, Powerbank could also continue exchanging with Partos and Globalt Fokus to continue learning about relevant and effective innovation strategies and interventions.

- **Continued experimentations**

This evaluation shows that Powerbank has produced tangible results. They have achieved the necessary first steps in opening up the possibilities of working with the private sector and providing skills on how to include more innovation and technological solutions in their work. Some of the knowledge and skills transfer and the experimentations have yielded concrete results in the increased effectiveness of CSOs, but most concrete changes achieved by Powerbank come from the experimentations. The experimentations have proven to be a valuable and quick way to achieve concrete results. Powerbank is unique in this approach, and it should definitely be continued.

However, whereas this is an effective approach, it is an approach that will only be sustainable if accompanied by sufficient knowledge and skills and networks and contacts, to embed the approach in organisations. If the experimental approach is not taken over by organisations, Powerbank risks forever running new rounds of experimentations, as more innovation can always be done. If this is programmatically not an issue, this approach works, but if sustainability of Powerbank activities is concerned, this is something to consider.

To ensure that changes last or will be repeated (for example by CSOs conducting other experiments outside of Powerbank involvement), Powerbank could benefit from more collaboration with the more advocacy-oriented parts of Fingo. The practical applicability of the Powerbank activities is one of its core strengths and working together with more advocacy-oriented units of Fingo will ensure their long-term impact and sustainability. This could mean more advocacy on collaborating with others and innovation and longer-term training courses to enhance capacity. This connection is also beneficial for other Fingo units, as the concrete practical results achieved by Powerbank, provide speaking power for Fingo as a whole. This also increases internal coherence in Fingo and contributes to the identified trend of a continuing and increasing need for technological capacity building.

- **Cross-cutting themes and advocacy**

On not all cross-cutting themes outcomes were achieved and not all cross-cutting themes are as clear to members and their partners, particularly the theme of climate sustainability. If this is an important theme going forward, this theme needs to become more explicit. For example, in reporting on the progress of experimentations, CSOs will also need to report on how they contribute to this theme, going beyond using technological solutions to save printing and transport costs.

One potential step here could be to further target the resources produced and shared to key thematic areas once they are identified, similarly to the content-related themes used by Partos. In the evaluation, members and partners indicated to highly appreciate the practical reports and toolkits shared, like the 'Technology and Digital Accessibility Toolkit'. A practical foray into more advocacy territory that would still fit within Powerbank's approach could be to share more toolkits and then specifically focus them on one of these thematic areas like Partos does with its Shift the Power tool. These toolkits would not necessarily have to be produced by



Powerbank, they could be created by other units in Fingo as well or could be linked by including a practical and technological connection, for example, a toolkit on tools that assist community participation or elaborates how the most vulnerable can be included in technological solutions, building on the trend of not increasing inequalities through digitalisation.

- **Decreasing inequalities through digitalisation**

Digitalisation has the potential to reduce inequalities but only if it is targeted to do so, otherwise it runs the risk of exacerbating existing inequalities. Linked to the previous recommendation, it is recommended to pay attention to this, raise awareness about it and specifically target it in the Powerbank interventions. Focussing on this also provides Powerbank with a way of differentiating themselves from others.

- **Innovation hubs and universities**

For the next programme, it will be helpful for Fingo to clarify how they work with innovation hubs. In the current programme, collaboration seemed to be mainly limited to the co-organisation of events. Innovation hubs that partnered with Powerbank thought the collaboration could go beyond that. At the current moment, it seems as though Powerbank and innovation hubs are somewhat in each other's way, both hoping to connect companies and CSOs, but from a different angle. For Powerbank, it will be helpful to clarify how innovation hubs contribute to their goals and clearly discuss with innovation hubs how they could contribute, and whether that is limited to events or not. Additionally, several members and their partners have the wish to work more closely with universities. In the new programme, Powerbank can consider including these actors more, for example also in the form of innovation centres attached to universities.

- **Equal exchange**

A global trend is moving away from traditional development cooperation (the Global North funding programmes in the Global South) to an equitable exchange that informs challenges faced in different countries across the world, that focuses on knowledge transfer and networking, rather than on funds. Powerbank has taken the first step with the specific focus on Eastern Africa, the presence of team members in Kenya, and ample involvement from both Finnish and Eastern African participants in their events and activities. Going forward, there are two considerations. Firstly, Powerbank receives their funding from the Finnish MFA, and they would like Fingo to particularly represent Finnish interests, in Eastern Africa and elsewhere. This influences the position Powerbank can take, linking to the dilemma of promoting Finland versus facilitating global exchange. Secondly, although the set-up of the experimentations with purchasing a technological solution rather than funding a project is slightly different, the set-up of experimentations is similar (or at least perceived as such) to the traditional structure of the Global North funding programmes in the Global South. The requests for longer time periods and more funding for the experimentations from the member and partner organisations involved in them also seem to underline this. Although the experimentations are discernibly meeting a need and producing great results, for Powerbank to address this trend, this aspect of financing can be reconsidered in the long-term, either by further clarifying the differences between experiments and projects or by considering adopting different, innovative forms of financing.³

- **Connection to Fingo**

Apart from the recommendation to connect to other Fingo units in ensuring long-term capacity building on innovation and networking, two other recommendations about internal coherence come forward from the comparative study with the other umbrella organisations. Firstly, the Globalt Fokus approach for weaving in innovation in the whole organisation can provide inspiration for Powerbank to share their experimental approach with other units in Fingo. If more units use the approach, this in turn will also have more of an influence on the members. Secondly, a lesson learned from the Partos programme is that to build on the networking activities, it is helpful to remain clearly connected to the wider umbrella organisation (Powerbank to Fingo), to retain internal coherence and recognizability of the brand.

³ For example, collectively putting money in the middle for members to decide what to spend it on, see for example CoBudget, <https://cobudget.co/#/>



- **Objectives and Theory of Change**

Lastly, a recommendation for the new programme is to clearly define the objectives for the Powerbank activities. In the past Powerbank programme extension, the themes, objectives in the results framework and the objectives used in the Theory of Change were all phrased differently, leading to the evaluation team having to summarise and unify the different objectives before commencing the evaluation (see section 1.2). For the next programme, it is helpful to unify these objectives from the start. Linked to this, it will also be helpful for Powerbank to clearly elaborate how the objectives it aims to achieve are linked to those of Fingo, including its Theory of Change. The Powerbank objectives do not necessarily have to overlap completely with Fingo's objectives, as long as it is clear how they feed into them and where they fit in the Fingo Theory of Change. Related to monitoring and evaluation, it is also recommended to keep following up on the changes that are coming from the two years of Powerbank interventions and activities, as it is likely more changes and outcomes will still be achieved.



Annex 1 - Evaluation matrix

Annex 2 - Tools: Story-based survey

Annex 3 - Tools: Key informant interview questions

Annex 4 - Results: Narrative report results of story-based survey

Annex 5 - Results: Overview of key informant interviews

Annex 6 - Results: Updated indicator framework

Annex 7 - Results: Brief overview table differences innovation activities Fingo, Partos & Globalt Fokus

