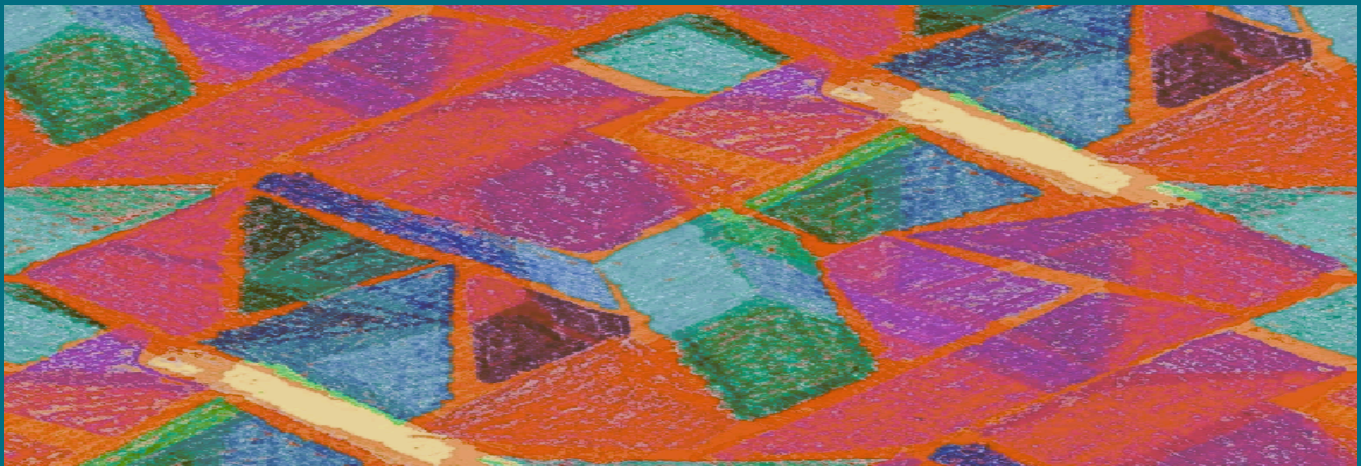


ODS GREATER IMPACT

Fingo Programme

2022-25 Evaluation

Final report | October 2024



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Table of contents

Executive Summary	3
Introduction	7
Key findings	11
Relevance	11
Coherence	17
Effectiveness	23
Impact Case Study	30
Conclusions: Looking to the future	41
Annex I - Evaluation Framework	45
Annex II - Sampling approach (not including the case study)	47
Annex III - Participatory Observations	48
Annex IV - List of interviewees	50
Annex V - List of documents	51
Annex VI - Foresight session: PPT + notes (attached)	52

Glossary of Terms

AI	Artificial Intelligence
CSO	Civil Society Organisation
EU	European Union
GCE	Global Citizen Education
HRBA	Human Rights Based Approach
MEL	Monitoring, Evaluation & Learning
MFA	Ministry of Foreign Affairs
NGO	Non-Government Organisation
ODS	Organisation Development Support
OECD	Organisation for Economic Cooperation and Development
SDGs	Sustainable Development Goals
ToC	Theory of Change
UN	United Nations
VNR	Voluntary National Report

Executive Summary

The programme

Fingo is directed by its 2021-2024 strategy. The majority of Fingo's work is guided by Fingo's Programme 2022-2025, funded by the Finnish Ministry for Foreign Affairs (MFA). Fingo also implements smaller projects funded by other donors alongside this programme (some have already been finalised). Through the MFA-funded Programme Fingo's intended impact is to assist "civil society organisations (CSOs) in developing countries to implement their role in sustainable development". The programme has three key outcomes to enhance this contribution:

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

The evaluation

The evaluation took place between February and October 2024 at a key moment in Fingo's journey. Firstly, it is important to note that Fingo is a relatively new organisation and therefore the evaluation was essential in providing direction for the future. Further, the evaluation plays an important role in preparation for the 2026-2029 funding period for the Finnish MFA. The review was conducted by **Organisation Development Support (ODS)**. The team was composed of Lisa Marie Salley (Project Lead/Senior M&E Consultant), Andrés Narros Lluch (Senior Consultant), Anna Pelkonen (Senior Consultant) and Juliet Donna Eyokia (Decolonisation Expert).

Key findings

Relevance

Finnish society is experiencing a political shift toward the far right, leading to funding cuts for civil society organisations (CSOs) and a growing disconnect between the public—especially young people—and traditional development engagement models. These changes threaten the sustainability of Finland's civil society, as previous funding reductions have centralised support among larger organisations, while Fingo faces challenges in addressing diverse member needs and fostering unity amid increasing polarisation. Furthermore, with rising prominence of Global South actors, there is pressure on Global North organisations to rethink their roles in the development sector. Internally, Fingo is constrained by limited resources and decreasing human resources, complicating its ability to meet member expectations and align its impact goals with practical capabilities, which poses a strategic threat to its effectiveness in the evolving landscape of civil society and international development.

Fingo has several **opportunities** to adapt to the changing landscape of Finnish society and the international development sector. As financial support from the Ministry for Foreign Affairs (MFA) becomes more uncertain, Fingo can diversify its funding sources by exploring partnerships with private sector entities, engaging in crowdfunding, and collaborating in consortiums. Additionally, building alliances with non-traditional actors, including private sector stakeholders and policymakers from less progressive parties, can help bridge gaps in support amidst increasing polarisation. The current emphasis on security narratives also presents an opportunity for Fingo to develop thematic expertise that integrates security considerations into development policy. Furthermore, Fingo can strengthen its role in uniting civil society by continuing to facilitate discussions on contextual implications and sharing best practices, while enhancing global activism to learn from others facing similar challenges.

Fingo's **added value** can be seen differently based on the type of member. Smaller member organisations highlight the significant value of Fingo in providing essential resources for learning and capacity building, which they cannot access elsewhere due to cost or limited availability. For medium-sized organisations, Fingo's thought leadership is particularly valuable as they navigate numerous new trends and expertise in the sector. Additionally, all member organisations have noted an increase in Fingo's visibility and communication efforts, particularly around key issues during critical moments like elections. For larger organisations, Fingo's coordination support in advocacy is crucial, facilitating collaboration among key civil society actors and providing valuable insights into the MFA's direction. Fingo is seen to have a significant added value as a voice for civil society and in bringing global voices to Finland, especially by those involved in development policy consulted for the evaluation. Further, there is also an expectation that Fingo, due to connections and historical ways of working, will bring the global perspective to the Finnish scene. Other stakeholders point to an added value in receiving analysis and summarised data on specific topics from Fingo - often on issues that are relevant to their work but slightly outside of their direct remit. At the same time, members consulted for the evaluation note that they have limited time to engage with Fingo and therefore there are limitations to benefit from Fingo's added value in this way.

Stakeholders consulted in the evaluation suggest several ways for Fingo to **enhance its added value**. They recommend fostering greater collaboration among members to unite civil society and continuing to boost visibility and media representation during key moments, such as elections. While engaging with the private sector is viewed as innovative, there is a call for a clear policy that aligns this engagement with Fingo's values, emphasising the need for ethical considerations. Additionally, stakeholders urge Fingo to strengthen its role in development policy discussions by amplifying the voice of Finnish civil society, leveraging staff expertise, and providing a global perspective to contextualize these conversations.

Fingo has shown **strong adaptability in responding to challenges and opportunities**, with stakeholders praising its ability to learn, innovate, and adjust to emerging trends. However, some members feel that Fingo doesn't ask "What is needed?" frequently enough, which could further enhance its responsiveness. Despite efforts from Fingo staff, challenges in member engagement persist, with limited feedback and participation from members, often due to time constraints. Additionally, while Fingo possesses expertise in areas like climate and taxation, there is a

perceived gap in senior leadership's expertise in the development sector, which may hinder its capacity to fully understand and respond to sector-specific issues.

Coherence

Stakeholders agree that Fingo's primary role is to support and represent its members, with its work informed by their needs. Members reflected during the evaluation that it is **not necessarily Fingo's role to lead on expertise across all areas but rather to tap into member's expertise** and be the connector between members to share this expertise. In terms of the coherence of this role for members, positively, multiple interviewees used the metaphor of Fingo as a 'supermarket' reflecting that Fingo provides added value and has an important role to each member in some way in the immediate i.e. knowledge, capacity building, advocacy support.

The overall crosscutting theme of inequality is perceived as coherent in underpinning the programme design. While some decision-makers in Finland recognise its expertise in this area, predominantly it is seen more as an **information producer and facilitator**. Fingo's role in connecting national, EU, and international work is appreciated especially by those who do not have access to those spaces.

According to the programme narrative, the primary pathway of supporting CSOs in the Global South for Fingo is by supporting members in their capacity to support their partners in the Global South. While there is openness and efforts to build the capacity of members, the connection between this work and the capacities members need to support partners in the Global South is not clear.

Fingo's work in **advocacy, learning, and communications is greatly valued**, while members find the connection between these areas unclear. There is confusion about Fingo's thematic focus, and its programmatic choices are seen as staff-driven rather than fully aligned with members' priorities. Although Fingo plays an important role at the EU and international levels, its contributions lack coherence, often led by individuals without a comprehensive strategy.

Fingo is recognised for its **creativity and innovation**, with the Powerbank initiative highlighted as a success. However, there is room to expand this work and improve its relevance to supporting CSOs in the Global South. Events like the World Village Festival showcase Fingo's commitment to representation, with successful partnerships like Powerbank serving as positive examples.

Effectiveness

The evaluation finds clear achievements under each of the programme's outcome areas, despite the challenging context. The evaluation finds that Fingo has effectively contributed to Finnish policy makers, as duty bearers, to support civil society organisations to carry out their role in sustainable development. Specifically, the evaluation finds evidence that Fingo's work has served to "hold the line" against further funding cuts as despite overall development cooperation budget cuts, development organisations have not yet been affected as much as expected. Fingo has also made key contributions to the localisation agenda in its work with the MFA through the introduction of dedicated sections in the report templates. At the EU level and international levels, while difficult to isolate contributions can still be noted through Fingo's work with CONCORD and Forus among other targeted

work at the UN level including at the UN Climate Change Conference, COP27 among others. The evaluation also finds that Fingo's work on strengthening CSO's organisational capacity has seen key results including but not limited to the areas of project management and MFA applications and reporting. To move beyond these areas towards applying the same capacity building approach to subjects such as how to build partnerships can help to strengthen the connection between Fingo's contribution and civil society in the Global South. Other initiatives such as the work done under the "Shifting the power" working group have also helped to develop capacity among key stakeholders. Seeds of change under the Powerbank initiative are also clear in building connections and in supporting digitalisation. In the area of increasing the public's commitment to sustainable development Fingo has contributed to key results using a variety of tools and media forms. From the work on Global Citizenship Education (GCE) which reflects key results through the GCE network and working group, to the Market of Possibilities and the World Village Festival in addition to facilitating access to resources through multiple websites, including to Mmailman Kuvalehti - this area of work is particularly strong.

Impact

Fingo's impact can be identified across the outcome areas, including both seeds and signs of change. The role of Finnish policymakers in supporting CSOs to promote sustainable development has been key. Nationally, Fingo has been pivotal in maintaining NGO funding despite budget reductions in development cooperation, a result likely influenced by Fingo's advocacy. On the global level, Fingo set a precedent through its coordination of civil society contributions to Finland's Voluntary National Review (VNR) on the Sustainable Development Goals (SDGs), which has potentially influenced other countries. Fingo's advocacy on issues like disability inclusion and its role in establishing the Loss and Damage Fund further demonstrates strong prospects for long-term impact across various sectors.

Fingo has strengthened the capacity of Finnish CSOs to engage effectively with civil society in developing countries. These efforts have led to a more "professionalised" approach to development work, improving collaboration between the Global North and Global South. Fingo has addressed the growing disconnect between the Finnish public, particularly youth, and the international development sector. Through initiatives such as the World Village Festival, the Magazine, and GCE, Fingo has promoted greater awareness of global issues and demonstrated the vital role of civil society in shaping development discourses. As suggested by members of the GCE working group during the evaluation, it may be beneficial to have more frequent collective reflections on the desired impact and the strategies needed to achieve it. The evaluation also recommends further reflection on improving the integration of "Shift the Power" and GCE narratives to maximise long-term influence on global development perceptions.

The stories highlighted in the Impact Case Study illustrate the profound and lasting impact of targeted initiatives. The success of these initiatives is closely tied to the strong partnerships Fingo members have forged and nurtured over time with local actors. This alliance model has fostered mutual trust, serving as a critical enabler of the outcomes we see today. However, these stories also indicate that the current partnership model may be approaching its limits. As local actors, bolstered by the capacity-building efforts of Fingo and its members, continue

to grow, there is a need to evolve the partnership framework to support their further development as independent drivers of sustainable development.

Introduction

The programme

Fingo is directed by its 2021-2024 strategy. The majority of Fingo's work is guided by Fingo's Programme 2022-2025, funded by the Finnish Ministry for Foreign Affairs (MFA). Fingo also implements smaller projects funded by other donors alongside this programme (some have already been finalised).

Through the MFA-funded Programme Fingo's intended impact is to ensure that "civil society organisations (CSOs) in developing countries can implement their role in sustainable development". The programme has three key outcomes to enhance this contribution:

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

The evaluation

The evaluation is taking place at a key moment in Fingo's journey. Firstly, it is important to note that Fingo is a relatively new organisation and therefore the evaluation was essential in providing direction for the future. Further, the evaluation plays an important role in preparation for the 2026-2029 funding period for the Finnish MFA.

The specific objectives of the review are as follows:

- To assess the extent to which Fingo's Programme (2022-2025) implementation has effectively and coherently met its original/revised outcome and impact objectives through different change pathways in a systemic and transformative way.
- To assess the extent to which Fingo's work in 2019-2024 has contributed to the Programme's impact objective through its members and/or directly through engagement with stakeholders in the Global South.
- To assess the key factors and approaches influencing the extent of results and contribution in objectives 1 and 2.

- To provide recommendations for the focus and approaches of the next programming period based on the findings of the analysis of objectives 1 to 3, with consideration of the uncertain future¹, its possibilities and Fingo's desire for transformative reduction of the root causes of inequality.

The review was conducted by **Organisation Development Support (ODS)**. The team was composed of Lisa Marie Salley (Project Lead/Senior M&E Consultant), Andrés Narros Lluch (Senior Consultant), Anna Pelkonen (Senior Consultant) and Juliet Donna Eyokia (Decolonisation Expert). The team conducted this review independently following ODS' ethical research practices. It was informed by both internal and external consultations with a strong participatory approach where possible, as defined in the methodology section below.

Methodology

The evaluation focused on understanding the relevance, coherence, effectiveness and impact of the programme. The evaluation framework, which outlines the specific research questions under each of the criteria, can be found in Annex I.

The following **key principles** were applied to the evaluation process:

- **Learning approach** The evaluation aimed to use a learning approach and creative constructive and open learning environment rather than one of accountability. To facilitate this, the evaluators took the position of a constructive critical partner sharing insights with the Fingo team throughout the process and focused on creating informal learning focused data collection moments with all stakeholders. The approach was iterative and was reviewed periodically with the Fingo team as we progressed through the evaluation.
- **Participation** The evaluation prioritised participation of and consultation with a wide variety of stakeholders. Internally, it was essential to ensure that Fingo colleagues had ownership over the process and therefore the learnings from the very beginning of the design phase. Further, qualitative methods of data collection including interviews were prioritised in order to effectively capture in-depth insights. Co-analysis through participatory sensemaking was key in order to complete the analysis of the information gathered.
- **Decolonial principle** The evaluation sought to surface what has been silenced so far ("hidden transcripts of Fingo's Programme)² meaning, knowledge and perceptions beyond what has been said and written in the official programme documentation.

¹ We interpret the 'uncertain future' as the variables in the external context both politically but also contextual factors affecting the programming including funding, conflict, closing civic space etc. Further, in the face of these uncertainties, Fingo sought to not only to understand how to be resilient but also to determine its best course of action for the future.

² 'Hidden transcripts' is a concept often used in discussions of power and resistance, and it refers to forms of resistance and dissent that are kept out of sight for those in power. The term was coined by James C. Scott in his book call "Domination and the arts of resistance"

- **Feminist approach** Intersectional feminist principles applied to the evaluation allowed the team to consider how power plays a role in the implementation of the work, empowering stakeholders, respecting the diversity of experience and challenging traditional structures and systems. The team also remained aware of our power as consultants, largely Global North based, and how this impacted our research.
- **Context aware** It was essential that the team had a strong understanding of the contexts in which the work is implemented in order to successfully contextualise the findings and understand their significance. This was a key component explored and re-explored through interviews and analysis.
- **Futures Thinking and Foresight** Throughout the evaluation process, a futures and foresight lens was used during data collection in order to capture the contexts, potential threats and opportunities in the coming years and the potential role that Fingo can play in this possible future from the perspective of all those interviewed. The analysis phase also included a session on engaging internal and external stakeholders to reflect further on the findings of the data collected.

Sampling In order to ensure the evaluation captured the diversity of perspectives within its limited scope, purposive sampling was used based on a set of criteria. See details in Annex II.

The following **data collection methods** were used:

- **Document review** All key documents related to the programme were provided and reviewed in order to build the team's understanding of the work in addition to documenting insights using the research framework.
- **Key informant interviews** A total of 44 semi-structured interviews were conducted with internal staff and board members, representatives of member organisations, donor representatives, decision makers and other partners.
- **Impact case study** To capture the progress made towards Fingo's impact objective and to capture the qualitative change stories, the evaluation used an Impact case study. To capture impact-level data, key questions were added to all interview protocols. The following additional data collection was also added to further understand the impact:
 - **Participant observations** Used by practitioner-scholars in qualitative research and ethnography, participatory observations were conducted of meetings including the "Dreamweavers Workshop" (3 sessions in April & May 2024 conducted by Falay Transition Design and Fingo: and Workshop 2: "Shifting the power: From Dialogue to action Workshop" (30th of May, 2024 conducted by East Africa Philanthropy Network, Lightup Impact and Fingo) and the Strategy Discussion in Fingo's Annual General Meeting which took place the 3th of June, 2024.

- **Focus group discussion** A focus group was conducted with members from across Fingo's working groups including Global Citizenship Education and Lava Quality & Impact Working Groups.
- **Consultations (impact oriented)** A total of 3 follow-up consultations were conducted with members and a further 4 were conducted with their partners identified in the impact discussions.

The **analysis phase** of the evaluation took part in four phases:

- **Initial analysis** After 60% of the data collection was complete, the team prepared initial insights to get feedback on the progress and direction of the evaluation. This was a useful exercise to carefully plan the remainder of the data collection.
- **Internal analysis** To begin, the ODS team met internally to organise and analyse the data through an exchange workshop. The workshop allowed us to highlight key insights and understand the key contributions made by Fingo to the results and outcomes identified through the evaluation. This workshop also allowed us to identify gaps and specific questions for the next steps in the analysis.
- **Sensemaking** The initial insights under each research question were then discussed in a participatory sensemaking with the Fingo staff. The session allowed us to understand whether certain findings resonated or not with Fingo colleagues, whether there were gaps in the data and gather feedback on the usefulness of the recommendations.
- **Futures Thinking & Foresight** As a final step in the analysis we conducted a Futures Thinking & Foresight session using information collected during the evaluation process. Using the Waters of Systems Change³ as a framework to discuss the contextual findings and how they are likely to affect Fingo's work in the coming years. Further, during the session we discussed suggestions made by the evaluation participants (internal and external) as to the way in which Fingo could respond to these contextual factors in the next 10 years. The findings of this session will be discussed in the forward looking sections of the report.

The following **limitations** were at play during the evaluation process:

- While most evaluations now take place online or in hybrid form, it remains a limitation in any research endeavour that interviews take place only online as in the case of this evaluation. Online data collection methods are limited in that they reduce the opportunity to build trust with the interviewee. The team are experienced in conducting interviews online and mitigated this limitation by making an additional effort to build trust through the initial communications, introduction in the email and in taking an informal approach to build an open learning environment.

³ https://www.fsg.org/resource/water_of_systems_change/

- Fingo is a very diverse and complex organisation with many members that vary in size, capacity, and specific areas of focus and interest within the development cooperation sector. The evaluation also heard from external stakeholders that have diverse expectations of the organisation. Further, internally within Fingo there is a divergence in opinions in terms of the direction of Fingo. This meant that the evaluation found extensively diverging perspectives and opinions. This at times lead to fragmented findings, especially in terms of understanding the implications of the insights and the direction for Fingo moving forward. This was mitigated by several stages of analyses, including initial insights and the sensemaking discussion.
- Impact case study limitations: The evaluation originally planned to conduct 10 consultations with Fingo's members. However, due to availability issues related to the summer break, only 3 consultations were carried out. To address this limitation, the evaluation focused on the interactions between Fingo's members and their local partners in the Global South, where consultations were easier to schedule given the absence of a summer break. As a result, 4 consultations with local partners were conducted. The limited availability of Fingo's members also affected the planned implementation of two Focus Group Discussions (FGDs). Of these, only one FGD could be conducted. These deviations from the initial plan may have introduced bias in the case study findings. The shift in focus placed greater emphasis on how the interactions between Fingo's members and their local partners contribute to Fingo's impact goals, potentially affecting the balance of perspectives in the analysis.

Key findings

Relevance

This section responds to the evaluation questions related to understanding the relevance including the contextual threats and opportunities affecting the work now and in the coming years, the relevance and added value of Fingo's programme to a variety of key stakeholders and how well Fingo adjusted its strategies to unforeseen challenges and opportunities.

Contextual analysis: Threats and opportunities

The evaluation's findings related to understanding the current contextual threats and opportunities can be divided into three separate areas: domestic, sectoral and internal (to Fingo).

Domestic context According to participants, Finnish society is experiencing a moment of change with a political and ideological shift to the far right accompanied by a strengthened nationalistic narrative. This shift has resulted in challenges to the international development sector including but not limited to cuts to funding for civil society. Expected funding cuts have not yet affected larger development organisations, such as Fingo, although cuts have been made to the biannual fundings 'VGK-tuki' for small and medium sized CSOs work on Global Citizen Education (GCE), development communication and corporate responsibility projects in Finland. It is possible more cuts will

happen during the next MFA funding round for programme-based support (2026-2029) following for example similar cuts to peace organisations, bilateral country programmes and UN work. The cuts are likely to have an impact on Fingo and members due to the high dependency on MFA funding. These contextual realities, according to participants, will likely continue despite the possibility of a change in government in the next election. There is a concern amongst interviewees as to the survival of Finland's vibrant civil society given the structural and institutional impact these cuts and other policy initiatives and changes in political priorities will have.

Participants also report a growing disconnect between the Finnish public and the development sector and its objectives. In particular, young people are more and more disconnected with the move away from the old school volunteer or 'charity' connection to development and a new preference to engage and mobilise in different ways beyond that traditional model of volunteering. Further, since the invasion of Ukraine the security narrative has become more and more prominent in Finland due to the proximity to - and shared border with - Russia.

Sectoral context Previous funding cuts in 2015 impacted smaller civil society organisations (CSOs) leading to a centralisation of civil society to larger organisations focused in urban areas. The pressures felt by civil society have led to organisations, including Fingo members, having an increasingly individualistic perspective which has, in some cases, reduced member's time to take part in Fingo's activities. The challenge as to whether or not Fingo can or should align with all members' individual needs and wants in this context is clear, especially due to the diversity of members. During the sensemaking, Fingo staff also questioned the extent to which it is feasible or whether there is a need to align only with members' stated needs or whether the focus should also be on being proactive and bringing together civil society and finding unity.

There has been an expansion of humanitarian needs including the importance of the development cooperation and humanitarian nexus in addition to the need for the intersection of 'security' expertise with foreign policy. Traditional development cooperation actors and humanitarian actors need to acquire skills and insights into each other's sectors to effectively bridge the gap between these two modalities of delivering international support. Advocacy efforts should also focus on encouraging power holders, such as donors, to adopt a more integrated approach. Humanitarian and development funding streams, programmes, and strategies should not operate in silos, as the communities being served and the civil society actors delivering aid are often the same. Furthermore, with the security narrative increasingly influencing the development cooperation policy space, organisations must deepen their understanding of the development policy-security nexus to remain relevant and fully engage in these discussions.

According to interviewees, to strengthen the voice of civil society the sector is in need of representation in the public and the media, in policy discussions and in coordinating civil society due to the challenges experienced by the polarisation and political shifts towards the far right. Fingo is seen as an important platform and voice that can bring together civil society and act as a negotiator for members (or civil society voices more broadly) and state/institutional bodies in policy discussions. Members note the added value of the visibility of civil society and their perspectives led by Fingo during the elections. Further, Fingo has an important voice in development policies discussions by those in the MFA that took part in the evaluation.

Finally, with the increase of the importance of Global South actors in the development sector, participants reflect on the pressure felt by Global North actors to position themselves differently in line with the localisation and decolonisation dialogue and to understand their role in shifting the power. This is an important contextual point that will likely affect the sector for years to come.

Internal context Internally, Fingo's colleagues have reflected on the challenge of limited and decreasing resources, reducing their ability to respond to requests from members. For example during internal sensemaking sessions, the advocacy team noted the challenge in its human resources being cut by about half compared to previous years while they are faced by new content expectations from members.⁴ The high dependency on the MFA as a source of funding, especially in the context of possible cuts to this funding, is a threat to Fingo and the sustainability of many of its areas of work.

Further, documents also point to internal fragmentation while this is noted to be improving with better ways of working together, the evaluation found a lack of strategic leadership to create coherence around Fingo's activities and how they come together to contribute to an organisational mission. This observation was shared by both internal and external stakeholders and will be discussed in the sections below.

Broadly, the evaluation team notes the existence of a fracture between the programme narrative (impact goals, objectives etc) at the impact level and what is possible for Fingo to achieve in practice. This will be discussed in the later sections but here it is mentioned in the context of a strategic threat to Fingo due to the difficulty in finding evidence and therefore showing the added value of Fingo at the impact level in learning exercises such as this evaluation.

While references and comparisons were made during the evaluation to Kepa and Kehys, which existed before Fingo this is not deemed a threat to Fingo's current success.

In conclusion, there are also many opportunities noted for Fingo to react and continue to adapt to this contextual reality:

- In the context of the risk of weakening financial support from the MFA, there is an opportunity for Fingo to diversify its funding portfolio. Many CSOs are facing this reality across the world and in response are finding creative ways to diversify their portfolios including through private sector funding (for example through partnerships with Revolut, Google and others⁵), crowdfunding initiatives, private foundations (beyond national level) and seeking funding through consortiums.
- Facing an increasingly polarised context, alliance building with non-traditional actors beyond an organisation's echo chamber, including private sector actors and policy makers from less progressive parties, can help to bridge gaps and gain unlikely support.

⁴ Sensemaking slides 2023 & 2024

⁵ Note the need to have a policy of private sector engagement in order to outline red lines related to the interactions.

- With the importance of the security narrative for Finland in the current context, there is an opportunity for Fingo to build thematic expertise specifically of the security lens on development policy.
- Fingo and members: Given the challenging context, there is an opportunity for Fingo to continue and strengthen their work on making sense of this particular moment in Finnish history and providing clarity to the sector. Relatedly, the evaluation agrees that it is challenging to respond to all individual needs of members and rather to focus on building moments to bring civil society together to discuss the implications of the context and sharing good practices, focusing on understanding how to unite the movements and strengthening Fingo's voice in development policy discussions as a representative of civil society. It could also include increasing the global activism work to understand how others are overcoming similar challenges and sharing this with members.

Relevance & added value of Fingo's programme

Key stakeholders reflect that Fingo's programme has significant added value and is relevant to their work. According to the 2023 Members Survey (55 responses), the majority reflect that they receive important information from Fingo (91%), value the services that Fingo provides (87%) and feel that the membership is beneficial to the organisation they represent (86%).⁶

The evaluation dug deeper qualitatively to understand the added value and found that this depends highly on the capacity and size of the membership organisation:

- Many **smaller members with low capacity** point to the added value of Fingo's role in sharing resources (specifically those related to learning), supporting capacity building and training which they would not have access to as Fingo are one of the only actors providing this support to civil society (others exist but are either individuals or cost money). Fingo's coordination and networking role is seen as an added value, while only to a few of those consulted, specifically they mentioned spaces created by Fingo, such as the working groups (specifically mentioning the Global Citizenship Education and LaVa working groups), as useful for their work.
- For **medium sized organisations with relatively strong capacity**, the added value of Fingo lies in the organisation's thought leadership role as they struggle to keep on top of the significant number of new trends and expertise in the sector. In this way, Fingo provides clarity to the importance of these trends to the sector detailing how it applies to their work through sharing of resources and workshops related to specific topics such as Outcome Harvesting and Futures Thinking.
- For both **smaller and larger member organisations**, interviewees noted a recent rise in the added value of the programme due to Fingo's increase in communications (improved in recent years), media work and as a result: increased visibility to theirs (and the sectors) key issues at important moments (pre and post election).

⁶ Fingo_Jäsenkysely_2023

- For **larger organisations with strong capacity**, the coordination support to advocacy efforts is seen as key added value, including Fingo's role in bringing key civil society organisations together to strategise and share 'insider' insights on the direction of the MFA.

As noted in the discussion above, Fingo is seen to have a significant added value as a voice for civil society and in bringing global voices to Finland, especially by those involved in development policy consulted for the evaluation. Further, there is also an expectation that Fingo, due to connections and historical ways of working, will bring a global perspective to the Finnish scene.

Further, stakeholders also point to an added value in receiving analysis and summarised data on specific topics from Fingo - often on issues that are relevant to their work but slightly outside of their direct remit. At the same time, members consulted for the evaluation note that they have limited time to engage with Fingo and therefore there are limitations to benefit from Fingo's added value in this way.

Stakeholders consulted for the evaluation reflect on ways in which Fingo can increase their added value including by:

- Increasingly bringing members together with a goal of uniting civil society.
- Continuing to communicate and represent members through increasing the visibility and media work at important moments in Finland (elections etc).
- While engaging with the private sector is seen as innovative and a potential added value to some, interviewees indicated the need for a policy on what this means for Fingo's values. More clarity is needed on the goal of this engagement and the ethical considerations needed when designing the work.
- Continue to strengthen Fingo's role in development policy discussions by bringing the voice of Finnish civil society, providing extensive expertise and insights from staff and in providing the global perspective to contextualise these discussions.

Adjustment of strategies and operations in response to challenges & opportunities

Fingo has shown a strong ability to adapt its programme strategy based on unforeseen challenges and opportunities. Stakeholders consulted point to Fingo's capacity to learn, understand new topics and to innovate as a strong added value allowing the organisation to adjust in response to incoming trends and challenges in the context. Members note that the programme's advocacy work on MFA funding and the media and communications response during the forming of the current government was a strong example of how the organisation can adapt to unforeseen challenges and opportunities. This adaptation is facilitated by the positioning of Fingo and members with good insider knowledge on the government's discussions and agenda. Other examples included Fingo's capacity building work and trainings being successfully adapted to the online format and supporting members to move online during COVID19. Further, introducing methods such as Foresight workshops to support members in navigating the challenging context was also seen by evaluation participants as a strong adaptation strategy.

Despite the strengths in this area, there are some limitations to Fingo's ability to adapt. While members note that they have their own limitations on the extent to which they can contribute to Fingo, they also note that Fingo is not asking "What is needed?" often enough which, according to a minority of those consulted, would help in terms of adaptation. At the same time, it should be noted that Fingo staff have shared challenges in engaging members despite their efforts. While they express understanding of the limitations to members' time, the collaboration between members and Fingo would benefit from higher response rates when feedback is requested through surveys, for example.

Further, while those interviewed (internal and external) note that there is strong expertise in Fingo (including on climate and taxation among others) - this does not necessarily include strong expertise in the development sector at the senior levels, especially within leadership positions. Direction from the Board has been to prioritise other types of expertise, and to draw on the expertise within the organisation and members. This may reduce the organisation's ability to adapt to and understand the specifics of the sector. This is also impacted by the frequency of staff changes, although it should be noted that staff changes are reducing since the merger in 2020 and the change negotiations in 2022 (13.5% in 2020, 7.2% in 2021, 13.3% in 2022 and 7.8% in 2023). It should be noted that Fingo does not need to possess all expertise in house but rather can depend on partners for specific expertise. In this way, Fingo can leverage its deep expertise in specific areas like climate policy discussions, MFA funding and overall development policy strategy across multiple levels and fora, while in other areas can leverage the expertise of partners.

Conclusions: Relevance

It is clear that the current moment is a challenging one for Fingo, members and society as a whole. The risk that society becomes more disconnected with development narratives and civil society becomes further individualistic is real. At the same time, there are clear opportunities for Fingo to take a further role in increasing the public's commitment and in building a positive narrative around development in addition to building the unity of civil society. Fingo's current position in the sector, as a negotiator for civil society and in policy discussions, shows that there is a strong platform to continue working from in this context. In order to continue building its relevance, Fingo's internal context is important to address. Aligning expectations with resources will be important in defining Fingo's role and activities in the moments to come. Importantly, strategic leadership over the programme's narrative will be key to ensure that Fingo's documented goals are in line with what is possible in order to manage expectations and ensure relevance and coherence to the mission.

The evidence shows that Fingo has a strong added value, which differs depending on the capacity and type of member - this is normal given the diversity of members. It seems that given the context, the key aspects that Fingo should be focused on to ensure its continued added value is unity of civil society, representation of members needs in policy fora and in building partnerships with other key actors in the field.

Finally, as mentioned, Fingo is seen as a learning organisation and able to adapt. The programme feeds the needs of a vast diversity of actors who all see a relevance in some way or another - a very positive finding. At the same time, work can be done to bring members and Fingo together to ensure continued and deeper partnership.

Coherence

This section responds to the evaluation questions related to understanding the coherence of Fingo's role and the programmatic focus in addition to Fingo's work at the EU and international levels and in fostering innovation, according to key stakeholders.

Fingo's role in the sector

Largely, stakeholders agree that Fingo's role in the sector is to support members from whom they have a mandate to serve, the role of the organisation should therefore be informed by members. Similarly, members consulted note that Fingo's role is to represent them and their interests. At the same time, members reflected during the evaluation that it is not necessarily Fingo's role to lead on expertise across all areas but rather to tap into member's expertise and be the connector between members to share this expertise. For example members with expertise on localisation and decolonisation leading and facilitating the Shifting the Power thread of work, with support from Fingo. This could take the form of leading on a specific subset of tasks or facilitating the workshops etc.

Relatedly, others reflect that the primary role of Fingo is to provide information to members and to fill a knowledge gap supporting the capacity of members and sharing technical knowledge on issues that members do not necessarily have awareness of.

Fingo's role in the global citizenship education sector was also noted as significant, they were noted as being a key source of expertise and knowledge. While Fingo considers 'reducing inequalities' as central to their work, according to a 2023 survey of decision makers in Finland, only a small number say they benefit from Fingo's expertise and work in this area but rather they see Fingo as an information producer, a facilitator of civil society and a social influencer.⁷

As discussed in the relevance section, stakeholders note that Fingo has a strong role in connecting the EU and international work in the sector at the national level, and vice versa. Members who are not active beyond the national level note that they see an importance in Fingo being involved at these levels but are largely unaware as to what exactly Fingo's role is in this work. Fingo is also seen as an important voice in the development policy space by the Development Policy Committee, including in bringing the perspective of civil society nationally in addition to an understanding of work done at the EU and global level.

⁷ Survey - decision makers - advocacy 2023

In terms of the coherence of this role for members, multiple interviewees used the metaphor of Fingo as a 'supermarket' reflecting that Fingo provides added value and has an important role to each member in some way in the immediate i.e. knowledge, capacity building, advocacy support.

It is important to note that there is no other network with the same mandate and while there is a risk that Fingo's role is duplicated by bigger members (advocacy and some participation in development policy discussions), this is mitigated by the coordination role Fingo plays and communication with the sector.

It is clear to those interviewed that the more members inform the work of Fingo and its direction, the more coherent it is as an organisation representing those members. As discussed in the relevance section, challenges arise in terms of the diversity of the membership and the limits to engagement and feedback from members to inform Fingo's work. Despite these challenges - members interviewed reflect that there is an importance in continuing to engage members and for those members to inform the strategy to ensure coherence with the reality of their work.

Approaches & thematic choices in advocacy, learning & communications

The overall crosscutting theme of inequality is perceived as coherent in underpinning the programme design. At the same time, it is not necessarily seen as Fingo's key area of expertise. As mentioned above, only a small number of decision makers surveyed reflected that they benefit from Fingo's expertise in this area. Further, members reflect that Fingo's work on gender and human rights based approach and the extent to which its streamlined across the programme could be improved.

Members see a significant added value of the work done in the areas of advocacy, learning and communications (see the following sections), especially more recently. However, those interviewed reflect that the link between advocacy, learning and communications outcomes is not clearly understood by members. There was some confusion as to which thematic choices were those core to Fingo's work as there are so many, including those covered by the working groups. Fingo would benefit from a centralised and owned Theory of Change that details how these different areas and the roles Fingo plays come together to achieve the overall impact goal as stakeholders reflect that this is not necessarily clear.

Fingo staff do not necessarily grasp the goals under the outcome areas and there is a confusion amongst members as to their role in achieving them. During internal sensemaking sessions in 2023 and 2024, concerns were raised regarding the cooperation between teams and teamwork affecting the agility and the connection between the work. This is a concern as it becomes challenging to work towards a common goal and achieve a greater impact if teams are not connected in their efforts.

Relatedly, Fingo's identity as a membership organisation with a specific and strong national reach defined largely by work in working groups is missing in the programme narrative which is rather one defined by work in the Global South, similarly to an organisation based on the ground.

Alignment of approaches & objectives with member's work & expertise

According to those interviewed, Fingo's programmatic choices are largely driven by staff and while there is always an area of work that is aligned with member's work, the process does not guarantee alignment. As discussed above, there is a perception that Fingo are seeking to cover as much as possible and there is a lack of clarity as to how the different areas of work come together to serve members and achieve the organisation's goals. As noted, members have had an increasingly individualistic perspective, each has its own needs and priorities depending on their size etc and all members interviewed are not necessarily invested or have ownership over Fingo. As a membership organisation with a mandate to serve members, Fingo's members should feel some level of ownership. However, as noted, Fingo staff have had considerable difficulty in getting feedback and input from members to direct their work. Largely feedback is sought through surveys and during annual planning and strategy building moments and through members of the Board.

Coherence of international & EU-level work

While there are many examples of contributions to the EU and international level work by Fingo, it is not necessarily seen as coherent but rather led by individuals and is therefore not consistent or seen as a comprehensive and organisational strategy to achieve key objectives. For example, in reference to work with Forus, internal documentation notes that while there are several joint objectives there is no systematic plan in place for the cooperation which relies on individual staff members. This is agreed by Forus who stated ' Fingo's engagement has been fairly static and not very systematic in the past three years'.⁸ Despite this lack of overall coherence, Fingos is seen as supportive and dynamic by EU and international forums with which it collaborates.

Members see value in the work that Fingo does at the EU and international levels and is seen as having a connection to those that don't have significant access to important advocacy and civil society spaces at those levels. However, those interviewed could not specify how exactly Fingo was active.

It should be noted that it is difficult for a national platform to have a significant presence at the EU and international level without a strong presence in Brussels, Geneva or New York (UN) due to limited resources. At the same time there is a key role for national platforms who advocate accessible bodies such as the European Council and MEPs. This makes it important for a coherent and targeted strategy to ensure consistent effort using limited resources rather than ad-hoc engagement through an individual.

Coherence of Fingo's work on innovation

Fingo is seen as an organisation that is creative and a learning organisation. The evaluation found examples of innovation in a project or in individual team work however due to either a lack of resources or organisational process these examples often remain at this level. It is clear that Powerbank is seen as a success in terms of innovation as it was mentioned across a majority of interviews. Stakeholders noted that it is innovative in that it seeks to build partnerships with the private sector and uses approaches such as matchmaking and provides funds for innovative initiatives. At the same time, members do not necessarily see the goal or direction of this work very

⁸ Yhteenveto verkostokumppanuuksien arviinnista - Page 2

clearly. There is space to expand the Powerbank initiative structure, share learnings across the organisation to better embed it beyond those that currently lead it including with members. This may lead to the structure of the collaboration at the core of Powerbank to be used by other teams internally, or for those teams to see an outlet for their involvement in the initiative.

'Giving' voice & making space for CSOs in the Global South

According to the programme narrative, the primary pathway of supporting CSOs in the Global South for Fingo is by supporting members in their capacity to support their partners in the Global South. According to the 2023 Members Survey, members are divided or confused on the question of whether Fingo has strengthened their organisation's capacity to in turn strengthen the ability of organisations in the Global South to contribute to sustainable development in line with the 2030 Agenda, with 40% agreeing that Fingo has contributed to this capacity, 31% were neutral and 20% did not know how to respond.⁹ This area would benefit from more in depth learning with all members in the survey or in consultations.

While there is openness and efforts to build the capacity of members, the connection between this work and the capacities members need to support partners in the Global South is not clear. For example, while the trainings provided are excellent and seen as very relevant in their focus on grants and project management in addition to global citizenship education trainings, they are not particularly relevant to organisations in the Global South. There is an opportunity here to support local Global South networks or Finnish NGOs with in-country or 'field' operations to run workshops on areas that are deemed, by them, as particularly relevant to ensure their continued role in sustainable development, decolonising aid and localisation.

The World Village Festival is a particularly important moment wherein Fingo works to ensure representation of those in the Global South through the various activities. Members can invite their partners and representatives from the Global South to share their work and experiences.

Positively, PowerBank is a good example of a partnership between Fingo and member offices in the Global South with strong leadership and coordination by those members.

Efforts to strengthen the voice of civil society organisations in the Global South through English-speaking capacity developments and inviting speakers to events are key. However, to members working in this area Fingo's efforts are positive but not transformative. An example of this can be seen in the design of Shifting the Power events that are largely led by Fingo and Global North organisations with limited input from Global South organisations to the design of the workshops which limits the voice and space for these organisations in the work.

Coherence of systems change thinking

Systems change is a useful framework for civil society organisations working to understand the root causes of the issues it seeks to address and to isolate their contribution to systems change goals. Fingo's systems change thinking is seen as a relevant approach by the sector. Despite the current programme's systems change narrative,

⁹ 2023 Members Survey

this is not owned by Fingo's staff currently in terms of how they see their work explicitly, although there is appetite to use it as a framework in the work. Members see the framework as interesting but are also not clear on how it is used in Fingo and how it guides the work.

The coherence of the Theory of Change (ToC) and programme narrative which is based on the systems change framework is lacking coherence with Fingo's sphere of control and sphere of influence. By this the evaluation finds that the systems change lens has resulted in a conflation of what is possible for Fingo to contribute to, i.e. direct impact on civil society in the Global South, when the majority of the work is done with members in Finland. There is a need to think more strategically about how to use a systems change framework while focusing on the contribution Fingo can make to both help direct the strategy and the day to day work and allow the measurement of impact to reflect the added value of Fingo in addressing root causes of inequality. This should include a focus on global power holders as today's challenges are global in nature, including governments, the UN, development banks and others through advocacy and policy efforts on global issues like climate, tax, gender and migration. Often an organisation based in the Global North can do more damage than good to focus solely on the Global South as there is also an important role for those Global North based organisations to focus on holding their own governments to account.

Conclusions: Coherence

In conclusion - the role that Fingo plays is seen as coherent and important in different ways to different stakeholders. The focus on inequalities underpinning the programme strategy is seen as coherent while an increased focus and presence of a HRBA and gender would benefit the programme's relevance and coherence. Fingo is seen as an innovative learning organisation while internally there are limitations to how creative ideas are shared and developed, likely due to a lack of resources or moments to do so. For example - while many are interested in the Powerbank initiative and see it as innovative, Fingo would benefit from the lessons being more embedded across the organisation so that others could get involved in this innovative endeavour or apply its learnings.

Positively, as noted, the evaluation finds that there is no significant duplication of Fingo's role. Further, Fingo's role in connecting the EU and international perspective with the national level is seen as an added value but could benefit from a coherent strategy that reflects the added value and position of a national platform.

The evaluation does not find the 'supermarket' metaphor, as described above, as a negative but rather a relevant picture given the diversity of members. However, the issue of ownership by members is perhaps something that could be addressed by Fingo to ensure a continued strong mandate from members.

The process to align programmatic choices is not seen to guarantee alignment with members' work and can be seen as largely driven by individual staff rather than members. This is a challenging finding as discussed in the sections above - as a platform Fingo's relevance comes from the mandate from members, at the same time this does not mean that Fingo has to respond only to members requests but rather can also be proactive in

suggesting resources and learnings to share in addition to issues to discuss and talk about. The finding highlights to the evaluation team that there is some work to do to ensure members feel that there are multiple moments for them to have input into Fingo's work beyond surveys. There is also a need for members to make the time to do this and to play their role in this partnership.

One way to increase this alignment would be by tapping into members expertise rather than Fingo leading on key technical areas of work. This could involve leading on working groups or sub-groups. This would also highlight Fingo's added value as a convenor of ideas and expertise instead of being the holder of that expertise.

The evaluation team believes that if there was a stronger ToC underpinning the programme, and a stronger understanding of how the streams of work lead together this would increase the coherence of the work. Often the process to build such a ToC is just as important as the output as it seeks to build a common understanding of how each part of an organisation works together to achieve a goal - this would be the case for Fingo. The Theory of Change of the programme should highlight both Fingo's long term goals and ensure that the identity of Fingo as a membership organisation with a strong national reach, defined largely by work in working groups under specific thematic areas. This will ensure that it can be used to guide the team's work on a day to day basis. It will also be an important moment for the team to surface assumptions in their work.

Systems change - interesting, helpful but needs to be owned and capacity built - can guide the work but should be better embedded. At the same time, in order to be truly effective the systems change thinking should not undermine the added value of what Fingo is well placed to achieve i.e. direct impact on Global North actors in their role in the development sector. At the same time, if Global South civil society remains Fingo's intended focus then clarifying the pathways of change in order to strategically drive the organisation's role would be beneficial and provide more coherence to the mission.

Effectiveness

This section responds to the review questions related to how key outcome level results (as a result of Fingo's advocacy, policy and capacity strengthening activities) have contributed to the three objectives goals as well as their alignment to the impact goal. In addition, findings related to Fingo's work at the international level and the unintended outcomes of their work will be discussed.

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

The evaluation finds that Fingo has effectively contributed to Finnish policy makers, as duty bearers, to support civil society organisations to carry out their role in sustainable development. The policy and advocacy work Fingo conducted during the Finnish election in 2023 speaks to that contribution. The result of that work has served to “hold the line” against further funding cuts as despite overall development cooperation budget cuts, development organisations have not yet been affected as much as expected. This work also resulted in the strengthening of Fingo's visibility as well as the value of civil society organisations in sustainable development.

In the context of the MFA and the localisation agenda, Fingo's work has also been effective in shifting the reporting system by introducing a specific section for this agenda in report templates. The results of Fingo's Survey (2022) on decision makers also shows that, from their perspective, Fingo's advocacy work has been effective due to the quality of the information, the timeliness in addition to the formulation of statements.

At the EU policy making level, the effectiveness of the contribution of Fingo is difficult to isolate. The participation and contribution to CONCORD (European Confederation of NGOs working in Sustainable Development and international Cooperation) has both positive and negative aspects. On the one hand, Fingo had played an important role in CONCORD's governance and strategy. Fingo's role as a member of CONCORD's Inequalities Working Group was instrumental in finalising and operationalising the European Commission's Inequalities Marker. The marker will enable the monitoring of development funding targeted at reducing inequalities. Fingo also contributed significantly to Aidwatch (annual report assessing EU and Members on the quality and quantity of aid) when needed, representing it publicly and being willing to take the report forward. As a result of this work, the EU's Agenda 2030 reports to the UN were influenced (both content and process wise) by CONCORD. But on the other hand, according to some informants, there was an over centralisation of this work in only one person.

At international level, Fingo has contributed to sustainable development. One of the most significant achievements, according to external stakeholders consulted in the evaluation, Fingo has been a role model in the Voluntary National Report (VNR) of SDG's by being the first country (back in 2020) to be able to coordinate and integrate civil society contributions (57 organisations) on the progress made by Finland into the report. The initiative aimed to integrate the perspectives of non-governmental actors into the official report, thus strengthening the dialogue between government and civil society in Finland. Fingo shared their experience with Forus International (global network representing over 24.000 CSOs) and its members and is likely to have contributed directly to other CSO platforms who have asked something similar of their government in subsequent

years (for example, Norway in 2021, Iceland, Ireland and Burkina Faso in 2023 and Uganda and South Africa in 2024). Forus International also included Fingo's paper on AI development in the joint NGO Declaration on Ethical AI, in which NGOs called for the responsible development of AI. The expert paper discussed the use of AI for sustainable development and the involvement of civil society in AI development projects.

Another significant achievement has been in climate justice. Fingo participated as a member of the Finnish delegation to the UN Climate Change Conference, COP27. In this role, Fingo's promotion of disability inclusion, including in the media, was particularly successful. Fingo contributed, alongside other organisations, to the establishment of the Loss & Damage Fund, a new and separate fund under the UN. Fingo's objective of giving visibility to African organisations was also well achieved by organising a side event on disability inclusion in climate work in the Nordic Council of Ministers pavilion, which supported the voice of people with disabilities and African civil society activists who were unable to attend the meeting on site.

The OECD Recommendation (2021) on civil society activities and the related preparation of the Shifting the Power toolkit (2023) were also an important part of Fingo's advocacy work at international level. Fingo drew on the experience of European umbrella organisations such as Partos and Bond to strengthen its knowledge base on power shifting. Fingo joined forces with the Eurodad network to promote the UN Tax Treaty. A motion by African countries calling for international tax negotiations to be brought under the UN was adopted in November. Unfortunately, Finland voted against the motion and did not side with the inequality-reducing motion. However, Fingo continues to lobby Finland to see its own interests and support a new tax treaty. It is important that low-consumption countries have equal access to international tax negotiations to agree on issues such as tax avoidance and aggressive tax evasion. Forus, representing more than 22 000 organisations from around the world, included Fingo's paper on AI development in the joint NGO Declaration on Ethical AI, in which NGOs called for the responsible development of AI.

A final key result worth mentioning at the international level was Fingo's contribution to the recognition of the importance of global citizenship education in the UN Secretary-General Antonio Guterres's Roadmap to "Our Common Agenda" through the Bridge 47 network.

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

Fingo's work on strengthening CSO's organisation's capacity has seen key results. Members interviewed reflect that the trainings conducted had a clear added value to them. The nature of the training focused on the project management cycle (design, funding, implementation, evaluation). The framing of the training was important as it focused on the need to better match MFA requirements and therefore increase the effectiveness of ensuring better communication, relationships and funding. According to Fingo's members survey in 2023, training was the service most used by members (71%). However, as discussed above, the evaluation team also found that, with the exception of some valuable initiatives to be described later, there is a need to increase the focus on how to focus the trainings on member's capacity to support their local partner's capacities to strengthen the connection between Fingo's contribution and civil society in the Global South. In other words, the capacities built to better

satisfy MFA requirements and approaches might not be the most effective way to build better partnerships in the Global South.

It is important to note that Fingo and its members have developed other more effective initiatives to strengthen the capacity among members to better work with civil society in developing countries. For instance, work done by the “Shifting the power” working group whose members' contribution has been key. The work done (workshops and consultations) not only helped to stimulate conversations between Fingo's members and partners and therefore helped to pave the way to better partnerships but also brought the discussion to the attention of the MFA. The main result of this work was integrated into the Guidelines for Ethical Communication which include principles such as do no harm, inclusion, nothing about us without us.

The effectiveness of the Futures Thinking work remains to be seen. This area of work has been mainstreamed by Fingo to develop the skills of members to plan and adapt to the future. Several camps, workshops and events were organised. Fingo Talks Futures and the Finnsight studio have brought together a new range of stakeholders and potential partners to discuss futures and the expansion of civil society's power over the future. These included the Finnish Natural Resources Centre, HelpAge International and the University of Turku. According to a Fingo survey (2022), 52% of members reported that their effectiveness has increased as well as their ability to respond to a changing environment. Despite the survey results, which found that forward-thinking had been integrated into their work, more time is needed to prove its effectiveness.

The Powerbank programme has provided a wide range of support and insight into the business cooperation of organisations. In East Africa, particularly in Kenya, Fingo facilitated partnerships between organisations and businesses through the Powerbank. However, the effectiveness when partnering with the private sector, and despite several initiatives such as matchmaking events, the SDG Booster workshops or the publication of a handbook, did not seem to be as effective as expected (likely due to the difficulty in finding suitable partners or to the lack of resources required but also due to the challenges to link organisations with companies and their cultural differences). It should be noted that facilitating partnerships between NGOs and the private sector is a long-term endeavour wherein initial results may seem small and insignificant but represent the seeds of change needed to build longer-term change in the form of sustainable relationships. The work done to date to create those partnerships, as referred to above, has resulted in the building of a successful consortium between Tespack (company), World Vision and Finnish Somalia Association which then received funding from Finnpartnership and implemented a pilot programme in Uganda and Somalia. Other examples include similar collaboration in Kenya between the International Solidarity Foundation, Equity Group Foundation (bank-connected foundation) and Kisii Hot TV.

The digital strengthening activities have reached the stated goals. There was a lot of support and training activities for NGOs to use digital solutions and tools in developing projects. There was also an increase in the understanding of the risks and opportunities related to disability and gender in the use of digitalization and technology. While the use of Powerbank Technology Solutions was not as widely employed as expected, digital principles were used in the Powerbank Experimentation programme, for example. As acknowledged by Fingo, continued systematic work is needed to further raise awareness of the opportunities and challenges of digitalisation.

Outcome 3: Public commitment to sustainable development has been increased.

Fingo's programme of activities to increase public commitment to sustainable development takes place at multiple levels using a variety of tools including events and media forms. While it is challenging to assess public opinion and isolate Fingo's contribution to it, despite the use of baselines in 2022 (to be repeated in 2025), we can see clear results in this area.

Global Citizenship Education (GCE) is a key area of work under this outcome. Fingo's GCE network, a CSO network for peer-learning, producing GCE materials and reaching education professionals, is noted as having a strong guiding force for members in this area.

Interviewees reflect that Fingo's GCE work is strongly recognised by the sector. Those involved note that they were able to gain greater visibility for their actions through their involvement in the network. Through their involvement in the network members benefit from peer learning and exchange and as a result note that they have been inspired in their work. One member noted that by being involved in the network, they have gained more recognition as an NGO and have had opportunities to cooperate with others in this area. Further, members working in this area note the effectiveness of Fingo's materials on GCE which they use for their work for example in training volunteers. Members continue to use resources prepared by Fingo many years ago in their work today, including the checklist for any educator to ensure learning and training material is in line with sustainable development. At the same time, interviewees noted the need to also continue to update GCE materials aimed at schools to incorporate the new "Shift the Power" narratives. This alignment would contribute to a more coherent approach and enhance the effectiveness of programme outcomes. References were made to the 'Frame Voice Report' project as being an important piece of work to explore framing and ways of approaching GCE work. Decision makers surveyed by Fingo also note that they benefited from Fingo's expertise on GCE, although it's not seen as the most important area for them.

Fingo also coordinates the GCE intersectoral working group focused on advocacy specifically on implementing SDG 4.7 in Finland. Despite the limitation that not many CSOs are dedicating time and resources to such advocacy, Fingo has been able to contribute to results in this area. Through this work Fingo advocated GCE to national core curricula, the national youth plan (under the Ministry of Education), the international GCE declaration of the Global Education Network Europe (GENE) and the UNESCO Recommendation on Education for Peace, Human Rights and Sustainable Development.

Documents reference contributions made to the national debate related to SDG 4.7 as a result of the KEO-30 morning coffee process, the work on the roadmap for sustainable development and the The Trailblazers of Global Bildung (GLOBS) Project. The KEO-30 Sustainable Development Knowledge and Skills Breakfasts brought together a wide range of experts from different sectors and helped to strengthen the dialogue between actors to benefit future policy work. Those involved showed interest in the event and requested further events to take place. The work done under the GLOBS project, funded by Sitra, while outside of the programme, brought together Vapaa Sivistystyö, Finnish multicultural network Moniheli, AGORA for the study of social justice and equality in education, Kudelma – a network for comprehensive and sustainable systemic change, the OKKA Foundation and the University of Helsinki and University of Oulu research project Pedagogy of Concrete Utopias. By bringing

these partners together the project sought to bring together knowledge and good practices from different sectors on GCE and develop ideas on how to engage people to ecosocial thinking and active global citizenship. Further, through this project, partners worked to develop tools to influence national and EU policy processes to ensure the achievement of SDG 4.7. Bridge 47 is another example, funded by the European Commission, coordinated by Fingo focused mainly on the international level to strengthen advocacy on SDG 4.7. Such projects contribute to the key goal of strengthening advocacy at the national level through strengthened cooperation between different actors and the spreading of the GCE narrative amongst interested publics.

The combination of both the **Market of Possibilities and the World Village Festival** reflects contributions by Fingo to influence the public's awareness of global issues on a deeper level showcasing diversity while also demonstrating the strength of civil society.

The Market of Possibilities reflects Fingo's efforts to support local civil society, both members and non-members, in visibilising their work and in bringing attention to issues related to sustainable development in local areas beyond Helsinki. Implemented since 1988, the events bring together CSOs in a local area to collaborate to showcase their work. The events involve a diversity of food and other stalls, activities and music from places around the world in addition to workshops and discussions on global issues, effectively linking the global to the local in addition to raising awareness of the work of civil society in the locality. The events are aimed at both adults and children. Fingo provides support to the local organisations conducting the events by covering key operational costs and providing marketing materials and visuals in addition to social media marketing. Support is also provided to organisers on any practical issues in the form of liability insurance and insurance for volunteers thereby facilitating the running of the event. Peer learning for those running the events is also facilitated by Fingo. While the number of events was greatly affected by COVID (no events in 2020 or 2021), the numbers are slowly returning to pre-COVID times with 11 conducted in 2023 compared to 19 in 2019. Visitors to the events vary from 100 to 5000 depending on the event and can include up to 40 organisations presenting their work, for example the total number of visitors in 2023 was over 20,000.

Fingo's annual World Village Festival reflects similarities with the Market of Possibilities but on a larger scale. With a core theme relevant to the context and moment (2025 theme is, appropriately, 'Peace'), the festival hosts a diversity of CSOs, speakers, workshops and stalls. Positively, the event has free access facilitating access for a diversity of the public. Fingo manages and curates the event which has included, in recent years, providing support to the organisations presenting their work to ensure they do so in an accessible way given the diversity of attendees. Despite the contextual reality described in the sections above, the event continues to be popular. Fingo has worked to ensure both the content and the communications are relevant to the context, working to show attendees why it is relevant to them. With 44,000 people in attendance in 2024 for example, (1000 people viewing online), with 20% being new or first-time attendees reflecting how the event is reaching new stakeholders. The festival is a key forum where Fingo facilitates the highlighting of the work of its members in the Global South. For example in 2024, as part of an extensive programme of speakers from across the world, the festival hosted Finn Church Aid country managers who presented their work from across Africa. In addition to the Speakers Stage, the event also includes a sustainable development exposition where organisations showcase their work. According to

Fingo's survey at the end of the World Village Festival in 2024, 62% of respondents felt that they had received useful information or new perspectives on sustainable development and the work of NGOs from the festival, and 49% felt that the information obtained from the festival had influenced their actions (755 attendees responded to the survey). The events are therefore crucial under this outcome.

Fingo's Magazine, Mmailman Kuvalehti, also plays an important role in reaching a broad group of stakeholders. The magazine is printed four times a year, has 3,000 paid subscriptions and overall (online and offline) reaches 160,000 online readers annually. The online magazine is free and free versions reach schools in the country via SubjectAid (a learning material service), which is worth noting in the context of Fingo's work to increase public awareness and commitment. Accessibility to the magazine is facilitated through a specific website (maailmankuvalehti.fi.) The magazine addresses various issues related to the Global South such as decolonisation, documenting the perspectives of the global majority by articles written by journalists/freelancers around the world and interviews by organisations from the Global South. According to the 2021 reader survey of the print version of Mmailman Kuvalehti, 49.1% of the respondents felt that the magazine brings new topics to public discussion. As many as 95% of the respondents felt that they fully or partially agreed that the magazine has provided more information on development issues and global topics (97% of readers of the online version). Approximately 74% of respondents fully or partially agreed that the magazine has increased their appreciation of the work of NGOs (79% of readers of the online version).

Fingo have four websites, the total amount of visitors on these sites in 2023 was 318,032. While there has been a slight decrease in visits across all sites, there has been an increase in the significance of social media platforms. According to internal data, in 2023, 62% of members used Fingo's newsletter, 53% participated in joint campaigns and lobby and 53% mentioned Fingo's website as a source of information. This represents a significant increase in the use of Fingo's online services. The reach of Fingo's work and the success of the visibility efforts can be seen in the increased reach of mass media, with a 19% increase in media mentions compared with 2021.

Conclusions: Effectiveness

The evaluation finds clear contributions by Fingo under each outcome area.

Despite the context described above, Fingo's influence on policymakers has contributed to 'holding the line' against probable funding cuts i.e. the impact of the new government has not yet been felt as expected. Interviewees' reflection on the importance of Fingo's role in national advocacy shows that this area of work will be important for Fingo in the coming years. Wins can also be noted at the EU and international levels showing positive contributions and can be seen as opportunities to reflect on Fingo's added value at these levels. A next step for Fingo in this area could be to formulate an organisation-owned strategy which the organisation can then communicate to members to increase awareness of Fingo's work at this level.

Fingo's role in capacity building amongst members is continuing to achieve the intended results including supporting members to build capacity to better satisfy MFA requirements, for example, reflecting a tangible and

practical contribution to member's work. There is an opportunity to further reflect on how the capacity building work directly supports members' partners in the Global South, which may open other thematic or technical areas for capacity sharing.

Non-formal capacity development exercises such as the 'Shifting the Power' workshop series are a key way in which Fingo has sought to facilitate the sharing of capacity and ideas in addition to building partnerships both amongst members and with organisations in the Global South.

Innovation and partnerships are key results under the Powerbank initiative. Powerbank itself is seen as an innovative endeavour by those interviewed. The progress made can be seen in the form of seeds of change as part of a longer-term mission to establish strategic partnerships between civil society organisations and private companies. The initiative also saw the achievement of goals related to the use of digital technologies. The continuation of the Powerbank initiative will be important to ensure the building of these seeds of change to signs of change and long-lasting partnerships and connections.

Finally, results under outcome 3 clearly show strong results in the area of GCE and direct outreach to the public through a variety of means. Fingo's work on GCE primarily through the network and working group has been noted by members as a key area in which they benefit from peer exchange, resource sharing, increased collaboration and recognition. The combination of both the Market of Possibilities and the World Village Festival reflects contributions by Fingo to influence the public's awareness of global issues on a deeper level showcasing diversity while also demonstrating the strength of civil society. Further, Fingo's websites facilitate access to resources, including the magazine, increasing Fingo's reach to a wide interested public including CSOs, academia, and policymakers in addition to the interested general public. While it is a challenge to measure 'public commitment' in a simple baseline survey and isolate one organisation's contribution to that - the results clearly show successes in terms of the reach, uptake and involvement of the public through Fingo's activities.

Impact Case Study

The case study looks at the contribution made to Fingo's impact goal "**Civil society organisations in the developing countries can implement their role in sustainable development.**' *To capture that contribution we answer the following questions*" by answering the following questions: *What has Fingo's contribution been to the work of members? What the contribution of members has been to Fingo finally: How and to what extent has that impacted members' work in the Global South?* It will present first a reflection on impact (across the three outcome areas), then highlights and testimonies from 3 member organisations and stories from their respective partners in the Global South. Also, a set of observations on the interaction between other members and partners attending meetings and workshops organised by Fingo can be found in the Annex and will help to understand how these interactions shape the impact goal.

According to the OECD, impact refers to *the extent to which an intervention has produced, or is expected to produce significant positive or negative long-term effects*. In this section, the evaluation aims to assess the broader social and political effects of the intervention that are longer-term or broader in scope than those already captured under the effectiveness section¹⁰.

Impact under Outcome 1: Finnish and EU policymakers have demonstrated their duty bearer role in key processes to support civil society to carry out its comprehensive role in promoting sustainable development.

In relation to the achievements under Outcome 1 at the national level, the evaluation has identified several indications of potential impact. Nationally, Fingo's role has been pivotal in "**holding the line**" for CSOs to continue their critical contributions to sustainable development, as noted in the sections above. As one key informant observed:

"While the government has reduced development cooperation funding, they have thus far refrained from cutting NGO funding. Fingo's advocacy has likely influenced this outcome."

Given the prevailing global trends, such as shrinking civic space, budget cuts for international development, and political polarisation, ensuring that CSOs have access to funding, maintain an open dialogue with government agencies, and achieve small but meaningful victories (such as advancing CSO-led initiatives like "shifting the power") represents a notable impact of Fingo's work.

At the global level, the evaluation also found examples of impact that **exceeded initial expectations**. Notably, Fingo was the first country platform to coordinate and integrate civil society contributions into Finland's Voluntary National Review (VNR) of the Sustainable Development Goals (SDGs). This may have influenced other platforms,

¹⁰ We want to clarify what Impact means as according to 2023 Fingo surveys. there is a sort of confusion around the impact goal of Fingo (51% did not agree or disagree or did not know how to respond)

both in Europe and Africa, to request similar engagement with their national governments. One informant who observed this process noted:

"Fingo was forward-thinking, asking strategic questions and positioning themselves for the future. In the SDG work, they continuously reflected, asking, 'How can we help?' This led them to focus on supporting CSOs in the SDG agenda."

The impact of this achievement reflects the critical role of CSOs in monitoring and contributing to national government progress towards the SDGs. This oversight function is essential for ensuring accountability and advancing local and global sustainable development.

From a sectoral perspective, the evaluation has identified “seeds of change/impact”—key achievements with the potential to drive future positive outcomes. For example, Fingo’s advocacy for disability inclusion across various forums, as well as its contribution to the establishment of the Loss & Damage Fund (a new and independent fund under the United Nations), demonstrate strong prospects for long-term impact.

Impact under Outcome 2: Finnish CSOs’ organisational capacity to work with the civil society in developing countries, in the rapidly changing world, has strengthened.

In relation to the achievements under Outcome 2, the evaluation has identified several indications of potential impact. As highlighted by numerous informants, there has been a strengthening of capacity among Finnish CSOs. This capacity-building effort is primarily attributed to training focused on enhancing performance in project management within the MFA operational frameworks. However, this support extends beyond project management to include areas such as collaboration with the private sector (Powerbank), Monitoring, Evaluation, and Learning (MEL) methodologies (e.g., Outcome Harvesting), and the adoption of digital tools (e.g., Artificial Intelligence). As previously noted, training has been the most utilised service among members, with 71% participation.

But what is the long-term impact of this capacity-building? Does it have a direct impact on the work with civil society in developing countries? The answer is both yes and no. On one hand, we can foresee an impact in the form of a more cohesive and standardised approach to development work, where processes, protocols, and language become increasingly aligned and effective. This evolution, often referred to by informants as the “professionalisation of the sector,” represents a shift towards a common operational framework where stakeholders in both the Global North and Global South operate under a shared “lingua franca.” The anticipated impact is a more efficient collaboration between donors, Fingo, its members, and local partners, which, according to informants, is already taking place to some extent.

One informant specifically noted:

"The Powerbank had a significant impact on us. It provided the opportunity to enhance our skills. We participated in various trainings and co-creation activities with the community and partners. The Powerbank program is about community-led solutions—practical tools for data collection, designing community experiences, diaries, personal tracking tools, and systems-thinking approaches."

However, the evaluation also cautions about the potential for negative and unintended impacts. There is a risk that this standardisation could lead to a loss of locally-led processes, protocols, and language. Given the current global trends towards localisation and decolonisation in international development, there is a concern that the overemphasis on mainstreaming current methodologies may suppress alternative approaches and locally rooted solutions. Therefore, while professionalisation is beneficial, the evaluation warns against an over-reliance on uniform processes, which could undermine local innovation and context-specific strategies in the future.

As noted in the effectiveness section, Fingo and its members have initiated additional efforts aimed at strengthening the capacity for more effective engagement with civil society in developing countries. The "Shifting the Power" initiative and the Guidelines for Ethical Communication are prominent examples of such efforts. If these initiatives are complemented by updated global citizenship education narratives that align with the "Shift the Power" movement and are supported by concrete measures to improve partnership models with local actors, they hold the potential to be more impactful in advancing the work of CSOs in the Global South.

Impact under Outcome 3: Public commitment to sustainable development has been increased.

As highlighted in the relevance section, there is a growing disconnect between the Finnish public and the international development sector and its objectives. This gap is particularly pronounced among youth, who are increasingly distancing themselves from the traditional models of volunteering or charitable engagement with development. Instead, they prefer to mobilise and engage in new and innovative ways that go beyond these conventional frameworks.

Fingo's initiatives such as the Magazine, the World Village Festival, the Market of Possibilities, the Fingo websites, and the Global Citizenship Education Working Group, aim to address this widening divide. While the quantitative data provided by Fingo suggests positive trends, further time and in-depth research are necessary to substantiate the full extent of their impact with sufficient evidence.

The Market of Possibilities and the World Village Festival specifically targeted the Finnish public's attitudes towards development policies, raising awareness of global issues and offering opportunities for a deeper understanding of the complexities of international development cooperation. In the context of the waters of systems change, this work is about influencing the mental models that underpin the system, transformative change. Finally, it also demonstrated to the public that civil society is a vital force within Finnish society, capable of contributing meaningfully to global development discourses.

The Fingo GCE network has been particularly significant, with many informants regarding it as a key source of expertise and knowledge. The group has conducted a wide range of activities aimed at generating long-term impact, including teacher training on Global Citizenship Education at the university level. This initiative involves the development of lecture content and active participation of Fingo members, which should yield notable results in the near future.

However, as members of the GCE network pointed out during the evaluation, there is a need for further reflection on the group's impact goals and how they align with broader public opinion. Additionally, ensuring greater

alignment between school materials and the "Shift the Power" narratives will be essential to maximising the group's long-term impact on public perceptions of global development.

Outcome alignment with Impact Goal.

As noted in the Coherence section, the alignment between Fingo's outcomes and its impact goal relies on the premise that working at the national level in Finland—through capacity building, policy engagement, and advocacy—will enable civil society organisations (CSOs) in the Global South to more effectively contribute to sustainable development. However, this assumption is both challenging to make and difficult to assess.

It is challenging to assume because it requires a thorough examination to confirm or refute the premise. Furthermore, it obscures the local factors—including social, economic, political, and cultural barriers and enablers—that may hinder or facilitate the ability of CSOs to fulfil their roles in sustainable development. Even if this assumption is accepted, the evaluation recognizes that assessing its validity is highly complex, as any potential contribution would likely be subtle and intangible.

For this reason, the evaluation included in the case study stories of impact, aiming to collect and trace evidence. The purpose of this approach was to focus on CSOs in the Global South, providing them with a platform to reflect on their relationships with Fingo and its members, and to surface the outcomes of these relationships.

Stories of Impact from Members and Partners working in the Global South.

“I am Nigerian because a white man created Nigeria and gave me that identity. I am a black because the white man constructed black to be as different as possible from his white. But I was a Igbo before the white man came. My point is that the only authentic identity for the African is the tribe”.

Chimamanda Ngozi Adichie

(from the book “Half of the yellow sun”).

Highlights and testimonies from members:

What has Fingo's contribution been to the work of members? What has the contribution of members been to Fingo?

Member A:

“Fingo follows the time, they constantly bring new ideas and people. They have been quite creative putting things together for us through trainings”

Member A is a medium sized organisation working in education. It has been a member of Fingo for some years already (from the beginning). Member A really appreciates Fingo's contribution to their work: learning new skills, from project planning to innovation and IT. Fingo provides them with good quality training to ensure learning in these domains. In addition, according to the director, Fingo is also innovative when making connections between civil society and the private sector. Member A is also contributing to Fingo by providing context-based knowledge and experience in the network. The goal here is to let the public know that there is a lot of good news happening across Africa.

According to the director, Fingo relies on members to connect with the Global South, as they don't have country offices (as KEPA used to have). In terms of shifting the power, Fingo is inviting partners from the Global South to sensitise key actors on decoloniality. However, the director's opinion is that things have not changed that much in the sector as power remains in the hands of those who have the money. When it comes to their interaction with partners in the Global South, the director believes that interactions are more horizontal but still within the framework they set for their partners.

Member B: *“Fingo’s role is to facilitate a learning and networking process among Finnish organisations but as such, its impact is not tangible, difficult to detect in the Global South”*

Member B is a dynamic organisation working in East Africa. The director believes that Fingo’s role and impact is similar to theirs with partners in the Global South. Fingo’s role is about listening and learning, facilitating training, sharing new data, and fostering interaction within the network. That is the contribution of Fingo to their organisation but also the contribution from members organisations to Fingo. It is a bottom-up learning and networking process that affects all stakeholders. According to the director, Member B contributed to Fingo on several occasions, integrating new items for discussions and providing food for thought to several of the working groups. This approach also has an impact on the way members work with partners in the Global South, allowing partners to contribute to members (context learning, new program approaches, etc). The impact is not tangible, difficult to detect but it is still there.

This organisation is proud of supporting initiatives taking place in the Global South by first having a sincere conversation with partners, listening to their proposals, supporting them through grants, and following up on their performance while also asking constructive questions about what they do. According to the director, this process ensures a learning circle for both the member and the partner.

Member C: *“ I’m really happy with the trainings we attended. I’ve never done anything like that before. Very good hints.”*

Member C is an organisation newly involved with Fingo. Member C sees Fingo’s contribution as strengthening their capacities in topics such as fundraising (specifically to MFA), AI, project management, and outcome harvesting. The director of the organisation emphasised the quality of the training they attended, which included one-on-one support. In this context, the member shows gratitude to Fingo for its contribution to improving project management, learning how to better handle projects, how to interact with partners, and basic things about cooperating in the Global South (such as co-design and co-implementation as a way to trigger ownership of the project as well as openness to include changes coming from the local arena). Additionally, the capacity built in fundraising has been key not only to improve the quality of their proposals but also to obtain funding from MFA.

According to the director, the capacity strengthening they have gone through with Fingo trickles down to partners in the Global South. The specific areas of training were determined at a higher level. Nevertheless, for instance, the training on project management and planning has improved their interaction with partners and stimulated ownership (co-planning and co-designing). In addition to these ripple effects, their partner directly attended training in Finland on outcome harvesting which allowed partners to make better reports to them which has, according to the informant, a direct positive impact on Member C.

Stories from Partners in the Global South:

How and to what extent has that impacted member's work in the Global South?

Partner A:

Living comfortably within the current partnership model

"They teach us management issues, fundraising issues, leadership skills, IT skills, finances. They are our mentors, that is what our story tells..."

This story began twenty years ago, in East Africa, and it is about the relationship between Member A (working in school education) and a very small and new local organisation. At that time, when the two organisations met and started their joint action, there was a ban in the country on the teaching of certain disciplines and educational content in the schools.

However, this prohibition did not stop our protagonists, but the contrary. They both began to implement the disciplines and contents forbidden in schools. Over the years, evidence was found that the inclusion of those disciplines and contents in the school curriculum increased not only school results but also the likelihood that children would remain in the education system for a longer period. In this way, the two local organisations were able to convince the local government to lift the ban.

Thanks to the support of Member A, the local organisation grew and specialised. Today it has 15 employees and is one of the most recognised organisations in its country (according to its members). One of the most significant aspects of this relationship was undoubtedly how the trust between the entities grew over the

years. Representatives of the local organisation travelled to Finland to participate in different events (including Fingo's activities) like Future Thinking, contributing new ideas on how to support girls with disabilities in the schools.

However the increase of trust among the actors did not materialise in new cooperation frameworks among the two of them, but the opposite, the frameworks remained the same. Nowadays, the funding mechanisms that bring together the two organisations are as follows: Member A requires a one-year expenditure plan for its local partners to make a transfer bimonthly. Core funding for office renewal or staff salary updates/increases just happened very occasionally. Interestingly, to end the story, the local partner feels very comfortable within this cooperation model and does not have any other expectations to go beyond.

Partner B:

Wishing to go beyond the current partnership model

"When we finish the project, there is no guarantee we are going to have funding, so we are in constant uncertainty. We don't get core funding support, which means we are dependent on them, they make decisions about our sustainability, we are not independent".

This story also happened in East Africa. It started in 2007 when a local research organisation for the study and conservation of the environment became a good ally of KEPA. They together conducted several projects, including research on local deforestation. Years later, some representatives of the local partner went to Finland to advocate against land grabbing. At that time, the Finnish government was perceived by the local partner as a key actor to stop land grabbing in East Africa. Through the interaction with KEPA, the local organisation got to know different members of today's Fingo. One of them, Member B, was particularly interested in the research and advocacy work of the local partner and offered funding for community capacity building and campaign activities to protect the rights of the population. Currently, the two organisations work together to explore the potential of agroecology in the country.

The partnership scaled up its impact, for instance, building capacity in rural areas to expand agroecology in a country where the vast majority of the population lives off peasant agriculture and has land as its main

resource. Their approach insists on the importance of conserving, using and multiplying local seeds so that the farmers can continue to produce diverse, quality foods without having to depend on the purchase of “treated and improved” seeds, which are also dependent on their respective input packages.

The journey these two organisations have done together has been very useful for both sides. Member B was able to get familiar with the context, learn from it, and adapt their approach to it. The local partner got the support, and confidence to better implement their work, which, despite being fully in charge of, the local partner always felt collaboration and never left alone (field visits, communication, etc). The development of their reporting system reflects this journey well. The local partner did struggle to report with the standard MFA template (same template for all countries and partners regardless of context and sector). Member B understood that struggle and took some steps to make the reporting system more friendly and helpful (whether having a simplified version or allowing the local partner to design its template). All this has made their trust in each other grow.

However, it seems this partnership is reaching its ceiling and that a turning point might be about to come. With the current funding model the local partner feels operating always in uncertainty, they never get a sort of assurance. They know this is the model of international cooperation that works but is perceived as unequal and unfair. The local organisation did not raise this concern to its partner. They feel that some things are not negotiable and that Member B won't be able to change the model.

Partner C:

Going back to the current model again.

“Our partnership did help our Finnish partner to expand their goals, from emergency to development long long-term projects. We contributed to that shift here in the country”

This story of partnership also began 12 years ago in East Africa. Apparently, It was not easy in the beginning, given the existence of some stories from the past that negatively referred to Finnish people coming to East Africa¹¹. Member C was searching for local partners in the country and after several failed attempts, they

¹¹ Informants of this story did not want to specify what these old stories were about.

contacted our protagonist, a community-based organisation working in community development. Given the lack of trust from both sides, it was decided to initiate a pilot project to test the new partnership. After this first pilot and provided its good results, Member C staff went and visited their local partner. To keep things clear and not ruin the potential of the partnership, they developed a Memorandum of Understanding, set the reporting system, created a funding timetable, etc.... From that moment, the mistrust from the past remained there, in the past for both organisations.

Over the years, the partnership was built around the support of the local organisation in building their capacity but also expanding their network. They together conducted livelihood projects for youth and after that, they worked for people with disabilities. In this, together, they contributed to change local regulations. At that time, the local law did not allow people with disabilities to access a loan. After the implementation of several initiatives, this partnership was able to show that 85% of the loans given to people with disabilities were properly returned. As a result, the local regulations changed and currently allow disabled people access to loans. They also together were able to shorten the bureaucratic process to request/ register the loans (avoiding, for instance, travel). Thanks to this partnership and the deepening towards people with disability, Member C was able to expand their goals, from emergency to long-term development projects. According to the two parties, the local partner was key to that shift.

The partnership model, specifically the funding and contractual side of it, seems comfortable for both sides.

None of our protagonists feel the urge to search for alternative models. As a matter of fact, during the consultation, the evaluation team had the opportunity to see how they have “domesticated” terms that belong to out-of-the-box models (such as core funding, unrestricted funding, etc) and download them with new meanings that fit within their current model.

Conclusions: Impact

Under Outcome 1, the role of Finnish policymakers in supporting civil society organisations (CSOs) to promote sustainable development has been key. Nationally, Fingo has been pivotal in maintaining NGO funding despite budget reductions in development cooperation, a result likely influenced by Fingo’s advocacy. On the global level, Fingo set a precedent through its coordination of civil society contributions to Finland’s Voluntary

National Review (VNR) on the Sustainable Development Goals (SDGs), which has potentially influenced other countries. Fingo's advocacy on issues like disability inclusion and its role in establishing the Loss and Damage Fund further demonstrates strong prospects for long-term impact across various sectors.

Under Outcome 2, Fingo has strengthened the capacity of Finnish CSOs to engage effectively with civil society in developing countries. Capacity-building initiatives have focused on project management, private-sector collaboration, and the application of digital tools like artificial intelligence. These efforts have led to a more "professionalised" approach to development work, improving collaboration between the Global North and Global South. However, the evaluation warns of the risks of over-standardization, which could undermine locally-led processes and stifle alternative approaches essential for context-specific strategies. The need for unrestricted funding, flexibility in accountability, and context-based reporting systems is emphasised to support stronger partnerships and align with localization and decolonization trends.

Under Outcome 3, Fingo has addressed the growing disconnect between the Finnish public, particularly youth, and the international development sector. Through initiatives such as the World Village Festival, the Magazine, and GCE, Fingo has promoted greater awareness of global issues and demonstrated the vital role of civil society in shaping development discourses. The evaluation, however, recommends further reflection on improving the integration of "Shift the Power" narratives to maximise long-term influence on global development perceptions.

The stories highlighted above illustrate the profound and lasting impact of targeted initiatives. These include efforts such as gathering evidence to lift bans on specific educational disciplines, removing legal restrictions that have limited access to loans for individuals with disabilities, and maximising the advantages of agroecology in regions where industrial agriculture has marginalised smallholder farmers. Each of these examples showcases the tangible impact achieved through the ongoing work of Fingo and its members, empowering global south partners to strengthen their roles as key actors in sustainable development.

Equally important is the role of strategic alliances. The success of these initiatives is closely tied to the strong partnerships Fingo members have forged and nurtured over time with local actors. This alliance model has fostered mutual trust, serving as a critical enabler of the outcomes we see today. However, these stories also indicate that the current partnership model may be approaching its limits. As local actors, bolstered by the capacity-building efforts of Fingo and its members, continue to develop, there is a need to evolve the partnership framework to support their further development as well as to unlock their power as independent drivers of sustainable development.

Conclusions: Looking to the future

The evaluation has found rich findings related to the relevance, coherence, effectiveness and impact of Fingo's programme in addition to opportunities for further development and success.

Relevance It is clear that the current moment is a challenging one for Fingo, its members and society as a whole. The risk that society becomes more disconnected from development narratives and civil society becomes further individualistic is real. At the same time, there are clear opportunities for Fingo to take a further role in increasing the public's commitment and in building a positive narrative around development in addition to building the unity of civil society. Fingo's current position in the sector, as a negotiator for civil society and in policy discussions, shows that there is a strong platform to continue working from in this context. The evidence shows that Fingo has a strong added value, it seems that given the context, the key aspects that Fingo should be focused on to ensure its continued added value are unity of civil society, representation of members' needs in policy fora and building partnerships with other key actors in the field. Fingo is seen as a learning organisation and able to adapt. The programme feeds the needs of a vast diversity of actors who all see relevance in some way or another - a very positive finding. At the same time, work can be done to bring members and Fingo together to ensure continued and deeper partnership.

Coherence The role that Fingo plays is seen as coherent and important in different ways to different stakeholders. The focus on inequalities underpinning the programme strategy is seen as coherent while there is an opportunity to develop this through a stronger HRBA and inclusion of gender as a consideration across the work. Fingo is seen as an innovative learning organisation while internally there are limitations to how innovative ideas are shared and developed, likely due to a lack of resources or moments to do so. Positively, as noted, the evaluation finds that there is no significant duplication of Fingo's role. Fingo's role in connecting the EU and international perspective with the national level is seen as an added value but could benefit from a coherent strategy that reflects the added value and position of a national platform. The evaluation does not find the 'supermarket' metaphor, as described above, as a negative but rather a relevant picture given the diversity of members. However, the issue of ownership by members is perhaps something that could be addressed by Fingo to ensure a continued strong mandate from members. The evaluation team believes there is a need for a stronger ToC underpinning the programme, and a stronger understanding of how the streams of work lead together. This would increase the coherence of the work, including how working groups contribute to the goals. Systems change is seen as interesting but ownership amongst all staff could be improved to ensure it can guide the work and be better embedded in the organisational culture.

Effectiveness The evaluation has found clear results under each outcome area, which reflect Fingo's added value as a national advocate for civil society, a support for civil society and a voice for civil society seeking to strengthen the public's commitment to sustainable development. Fingo has contributed to holding duty bearers to account, most visibly at the national level while this is harder to isolate at the EU and International level results can be still noted. In the next phase of work it will be essential for Fingo to use these findings to better understand where its limited resources are best placed i.e. focusing perhaps first on the national level and thinking deeply on where its contributions on the EU and international level can be more coherently and effectively used. Fingo's contributions

to building CSOs capacity in their day to day work are clear and interviewees reflect on the importance of this contribution. In addition to traditional capacity building other initiatives such as workshops and consultations on key issues show how Fingo is following key trends in the sector. At the same time, developments could be made in how to link these outcomes with the impact of supporting organisations in the Global South through trainings on partnerships, for example. Powerbank is an innovative example of a partnership and a capacity building initiative and the results reflect the nature of this work as being long term and sensitive in nature especially connecting civil society and the private sector. Finally, through the GCE work, an extensive series of annual events, the magazine and its websites, Fingo has developed a multifaceted approach to reaching different audiences. The GCE area of work has strong recognition in the sector and relevant members note that they benefit greatly from their involvement in the network. The GCE advocacy points to an important cross-sectoral area of work facilitated by Fingo at multiple levels including the achievement of SDG 4.7 at the national level. The programme of events, including the Market of Possibilities and the World Village Festival, contribute greatly to both the visibility of global issues and the work of local and national civil society across Finland to both adults and children. Fingo's outreach through various website and the magazine (online and offline) continue to be an important source of knowledge reaching important stakeholders including academia, policy makers and schools.

Impact Fingo's impact can be seen vividly on civil society in Finland, reflecting on the organisation's strong reach, and recognition in the sector. To further deepen the impact on civil society in the Global South, the intended goal in the programme narrative, there are opportunities to develop capacity building activities focusing on the partnership between Global South and Global North actors. In the context of the disconnect between the Finnish public and the international development sector, the impact under Outcome 3 is particularly pertinent in shaping development discourses in the public. A key thread to facilitating impact is the long term strategic alliances with members and other key stakeholders. It is clear that these alliances are underpinned by trust which provides a strong foundation for Fingoevolve the partnership framework and have a further impact on unlocking the power of civil society in the Global South.

Based on the findings, the evaluation makes the **following recommendations**:

Rebuilding Fingo's Theory of Change: The evaluation recommends a revisiting of the Theory of Change before the next funding period. This should involve attention to the following:

- Identify clear pathways between strategy/contribution, outcomes and impact (using a Systems Change framework is still useful here). Further, use the evaluation findings to understand how Fingo's contributions should be adapted to reflect the added values and pathways to impact identified in this evaluation;
 - In this exercise, focus on the added value of Fingo and where efforts are best used i.e. perhaps in focusing on Global North powers to influence sustainable development in the Global South. Further, the evaluation recommends that Fingo focus on members and the national level first, then understand capacity and resources to look beyond that in a strategic, coordinated and comprehensive way.

- Understand the connections between colleagues and teams to achieve the goals.
 - Build a strategic approach to EU and international advocacy that can seek to build on work done, can be achieved within the resources and is aimed at achieving a specific goal.
 - Finally, seek to represent the work of working groups either in the ToC or in an operational narrative following the ToC exercise.
- In addition to looking towards impact and how Fingo contributes to this, also looks at how the work combines across communications, capacity building and advocacy efforts to achieve impact. Within this, explore what this means for how the teams collaborate internally to achieve the goals and how this can be more strategic.
 - Further, and relatedly, seek to understand how Fingo can build a new partnership framework with partners in the Global South, through members or perhaps directly, in a more transformative way. This may include supporting Global South networks or partnering with local organisations (could including partners of members or regional networks connected to Fingo) to deliver capacity-sharing exercises, including understanding what kind of capacity-sharing is relevant to those working on a local level. More critically, this approach emphasises the need to unlock the full potential of local partners by adopting innovative partnership models that include unrestricted funding, core financing, flexibility in accountability frameworks, and context-specific reporting systems. Such models enable local partners to fully leverage and expand upon the capacities that have already been established. It is recommended that Fingo prioritise this aspect in its upcoming strategy to ensure sustainable and effective partnerships.

Installing a learning practice with staff and members:

- The evaluation team notes the openness, self-criticism and capacity for reflection and learning in Fingo. This should be harnessed and developed into a learning practice that allows for more consistent reflection on the ToC and Fingo's progress towards it through collaborative discussions (rather than surveys).
 - Amongst staff it would be helpful to integrate learning questions that help the team reflect on the ToC, perhaps using the systems change framework, to ensure coherence with one ToC and strategy for the programme.
 - Installing a practice of conversations with members that take place throughout implementation that focus on learning - offering something to members as a form of knowledge gain while also asking something from members (reflection and feedback).

Note - the integration of this type of learning practice can support the process of alignment between members and Fingo.

Reducing risk In the context of weakening financial support from the MFA, there is an opportunity for Fingo to diversify its funding portfolio. Many CSOs are facing this reality across the world and in response are finding

creative ways to diversify their portfolios including through private sector funding (for example through partnerships with Revolut, Google and others¹²), crowdfunding initiatives, private foundations (beyond the national level) and seeking funding through consortiums. Support is available on how to do this, in creative ways.

Becoming a uniting force Given the challenging context, there is an opportunity for Fingo to continue and strengthen its work on making sense of this particular moment in Finnish history and providing clarity to the sector.

- This could include increasing moments to bring civil society together to discuss the implications of the context and sharing good practices, focusing on understanding how to unite the movements and strengthening Fingo's voice in development policy discussions as a representative of civil society. It could also include increasing the global activism work to understand how others are overcoming similar challenges and sharing this with members.
- Alliance building with non-traditional actors beyond an organisation's echo chamber, including private sector actors and policymakers from less progressive parties, can help to bridge gaps and gain unlikely support.
- Engaging with young people through non-traditional structures like movements and loose networks can help to bridge the gap between youth and development.

Expertise As outlined in the findings, the evaluation finds that there is a lack of development sector expertise in the leadership positions. Considering this and the need for a strong strategic guidance considering the challenging context, Fingo should reflect on what strategic leadership means for the organisation and what kind of expertise is needed to lead Fingo and represent members in the challenging times ahead. With the importance of the security narrative for Finland in the current context, there is an opportunity for Fingo to build thematic expertise specifically of the security lens on development policy.

Mainstreaming Finally, consider reflecting on whether Fingo has sufficiently mainstreamed gender and a HRBA across key areas of work. Consider reflecting on this with members who are specialised in this area. Note that this does not mean to speak about these issues but rather how all areas of work can expand in these areas.

¹² Note the need to have a policy of private sector engagement in order to outline red lines related to the interactions.

Annex I - Evaluation Framework

Criteria	Evaluation framework	Data collection
Relevance	What are the current threats and opportunities in the context affecting Fingo and its member's work? What are the threats and opportunities likely to affect Fingo and its members in the coming years?	Review of documentation Interviews with members Interviews with staff
	According to key stakeholders (member organisations/decision-makers/private sector), what is the relevance and added value of Fingo's programme (to members/external stakeholders)?	Interviews with members, decision-makers and the private sector. Consultations and Participatory Observations with Fingo and members (case study)
	How well has Fingo adjusted its strategies and operations in response to unforeseen challenges and opportunities?	Review of documentation Interviews with staff Interviews with members (incl. board members)
Coherence	What need and role does Fingo play in this sector? How coherent is this role?	Interviews with all key stakeholders (members/decision makers ¹³ /partners/private sector). Consultations and Participatory Observations with Fingo and members (case study)
	How coherent have the various approaches and thematic choices of Fingo been under the outcome areas of advocacy, learning and communication to achieve its objectives in systemic and transformative ways?	Review of documentation Interviews with relevant staff Interviews with members
	How coherently does Fingo align its approaches and objectives with its members' work and expertise?	Interviews with staff Interviews with members
	How coherent has Fingo's work been at the international and EU levels?	Interviews with staff Interviews with members operating at the EU and international level Interviews with partners/experts/others operating at the international and EU level
	How coherently has Fingo fostered innovation within its programme and partnerships to address emerging global challenges?	Review of documentation Interviews with staff (including learning and programme colleagues) Interviews with members Interviews with external partners
	How effective and coherent has Fingo's attempts been to give voice and make space for civil society organisations of the Global South?	Interviews with members Interviews with Fingo's communication team Interviews with partners, consultations and Participatory Observations

¹³ Interviews will not include political decision makers but will include interviews with the Finnish MFA, Development Policy Committee, and/or current chair of Fingo (MP Biaudet)

		with Fingo and members (case study)
	To what extent is the programme's approach to systems change thinking relevant and coherent? What does this mean for the future programming?	
Effectiveness	<p>What are the key outcome-level results that Fingo has contributed to its three objective areas? How do these results align and contribute to the impact objective?</p> <ul style="list-style-type: none"> • What changes have Fingo's advocacy, policy, capacity building, influencing and communications work triggered amongst the different constituencies? (referring to their internal changes and capacities etc.) • What changes have Fingo's advocacy, policy, capacity building, influencing and communications work triggered in the operating context (or sphere of influence?) of the different constituencies? (referring to external changes etc.) • What constituencies (in Finland and abroad) most benefit/least benefit from Fingo's policy, influencing, advocacy, capacity building and communications work? 	<p>Review of documentation Interviews with Members Interview with staff Case study (FGD, etc) Output & Outcome mapping</p>
	What are the unintended outcomes of the work?	As above.
	What are the successes of Fingo's work at the international and EU levels? What are the enablers and barriers to this success?	<p>Interviews with members Interviews with decision-makers at international and EU levels Interview with staff working in this area</p>
	How have the CSOs in the Global South influenced Fingo's capacities, advocacy and communications work? How have Fingo's partners built Fingo's capacity to advocate for sustainable development?	<p>Interviews with members. Consultations and Participatory Observations with Fingo and members (case study)</p>
	Considering likely changes in the working environment and uncertainty of the future as well as Fingo's desire for transformative reduction of the root causes of inequality and the foreseen needs of stakeholders in 10 years to come, how can Fingo continue to be effective and relevant for its key stakeholders?	<p>Futures Thinking in data collection (including documents and interviews with staff and others) to determine the future threats and opportunities and determine where Fingo wants to go and what organisation it wants to be</p>
Impact	What has Fingo's contribution been to the work of members? How and to what extent has that impacted member's work in the Global South? What contribution have members made to Fingo and other members through the work?	<p>Consultations and Participatory Observations with Fingo and members (case study)</p>

Annex II - Sampling approach (not including the case study)

Stakeholder group	Target	Reached	Criteria/Description
Members	15	15	<ul style="list-style-type: none"> ○ Geographical representation (where they work and where they are based i.e. outside of capital/urban areas) ○ Size of organisation ○ Length of time as a member ○ Board/Non-board members ○ Thematic focus: SDGs, EU advocacy, and other ○ Denominational or political ○ Representation of multiple internal areas of work meaning interviews with multiple staff members (communications and advocacy for example)
Decision makers	5	4	Geographical representation: Finland (Finnish MFA, Development Policy Committee and/or current chair of Fingo (MP Biaudet) and European.
Other partners	5	7	External organisations that do similar work/work in the same area but have an external perspective on Fingo. This could include Finnish organisations or those in key countries in the Global South.
Staff	10	15	<ul style="list-style-type: none"> ○ Representation of each area of work ○ Representation from Directors, Team Leaders and staff
Donor	2	3	Finnish MFA

Annex III - Participatory Observations

Observing the relationship between Fingo and Global South actors

Workshop 1: Dreamweavers (April & May 2024).

By Falay Transition Design and Fingo

Agenda Setting	Participation	Trust & Relationship
<p>This workshop was organised by Fingo without the involvement of partners from the South. The design and the facilitation methodology were creative (conducted by external consultants from Falay Transition Design).</p>	<p>The majority of participants were representatives from Finish organisations with only eight registered participants from Africa. There was no meaningful participation as the participants from Africa most time were silent.</p>	<p>The plenary discussion brought out the existing gaps in relationships/ partnerships between the participants. The gap was felt by the evaluators and participants from Finland and also from the Global South. That gap did not help to stimulate the quality of the contributions from participants.</p>
	<p>Structural/ Systemic Barriers</p>	<p>Language</p>
	<p>Despite the acknowledgement of historical injustices and racism in the development sector at the beginning of the workshop, no specific structural barriers at play surfaced during the three workshop sessions.</p>	<p>Although the workshop introductions and discussions explicitly addressed the harm caused to colonised countries and highlighted terms such as colonialism, damage, reparation, and shame, these topics did not resonate with participants. The use of these terms, while well-intentioned, did not effectively stimulate dialogue. From a discursive and cultural perspective, these concepts are often framed from a Global North lens, which may have hindered a genuine and open discussion on these critical issues.</p>

Workshop 2: Shifting the power: From Dialogue to Action (30th of May, 2024).

By East Africa Philanthropy Network, Lightup Impact, and Fingo.

Agenda Setting	Decision Making	Trust & Relationship
<p>Co-creation of the agenda and a safe space for discussion. Both groups owned the process.</p>	<p>Discussion on how decisions over resource allocation are made. Modality of passing resources and criteria used to assess grassroots organisations. There was openness from grants makers' perspective especially on the type of funding that they felt would provide system strengthening to grassroots and this is through the provision of flexible funding.</p> <p>Grassroots organisations expressed that grant-making organisations enjoyed flexible funding from donors and most didn't pass this to the grassroots yet demanded a lot from them during due diligence. These imbalances in decision-making processes continue to affect coherence and Fingo may look into investing more in its members and partners to address existing inequalities in decision-making processes to work towards a more transformative and sustainable development in the future.</p>	<p>The plenary discussion brought out the existing gaps in relationships/ partnerships between grants makers and grassroots organisations for example through the rigorous one-sided due diligence processes that have highly set criteria often eliminating most community-connected organisations from the engagement. Participants there needed a game changer to do things differently and that be through creating processes that are transparent, flexible, accommodative, adaptive equitable and context-specific.</p>
	<p>Structural/ Systemic Barriers</p>	<p>Language</p>
	<p>Some of the barriers included the bureaucratic processes, strict donor funding rules/policies, donor implementation strategies, barriers to addressing changing realities in the contexts, delays in responding to community problems and inhibiting effectiveness towards sustainable development. There needs to be flexibility as context globally continues to fast change and requires adaptation, quick decision making and change of ways of working.</p>	<p>Although most of the participants were from the Global South, there was some kind of power expressed by a participant from grants makers through the use of language/words like "fear on their side", "accountability," and "risk" that continuously brings out negative narratives against grass root organisations. Issues of negative perceptions, and mindsets that are inhibited by the colonial narratives need to be addressed to create equitable partnerships.</p>

Annex IV - List of interviewees

	Name	Organisation/position
Internal	Juha-Erkki Mäntyniemi	Executive Director
	Ilmari Nalbantoglu	Director, Advocacy
	Salla Peltonen	Director, Communications and Learning
	Elina Korhonen	Director, Administration
	Eppu Mikkonen	Transformative development cooperation team
	Johannes Hautaviita	Leave No One Behind team
	Johanna Eurakoski	World Village festival and events team
	Johanna Harjunpää	Reformative organisations team
	Anna Kivimäki-Pelluz	Global citizenship education team
	Senja Väättäin	PMEL Coordinator
	Rilli Lappalainen	Author of the Programme and strategy, previous director of advocacy, previous director of sustainable development and strategy
	Ilkka Kantola	Board members: Previous and current vice chair
	Mikä Välitalo	Advisor, Innovation & Development
Members	Auli Starck	Taksvärkki
	Rea Kontinen	Abilis
	Elina Korhonen	Väestöliitto the Family Federation of Finland
	Salla-Riina Hokkanen, Niko Humalisto	FELM Suomen Lähetysseura
	Janne Ronkainen	SASK Trade Union Solidarity Center of Finland
	Anna Könönen	Plan International
	Ari Koivu	Liike ry
	Tiina Huovio	FFD
	Adrian MongeMonge	
	Minna Räisänen	Maailmanvaihto
	Maiju Korpela	Suomen Somalia-verkosto Finnish Somaria Network
	Merja Heikkilä	ADRA
	Linda Lammensalo	Child Hug Uganda Finland ry
	Hanna Matinpuro	Siemenpuu foundation
Tapio Laakso	Kirkon ulkomaanapu Finn Church aid	
Decision makers	Marikki Karhu	Development Policy Group
	Annika Launiainen	Ministry for Social Affairs and Health
	Unna Lehtipuu	FinnFund, Communications Director
	Jarmo Oikarinen, Hannariikka Nieminen	European Parliament office
Donor	Eva Nilsson	MFA/KEO-30
	Elina Iso-Markku	MFA
	Ville Cantell	Head of Unit, sustainable development and trade communications unit
External/other partners	Sonja Finer	Finnwatch
	Team feedback (written)	CONCORD

	Sarah Strack	Forus
	Riikka Suhonen	Research partner
	Veera Pensala	Zulu consulting
	Helene	CISU

Annex V - List of documents

Document title
Reports
Reports to MFA
um_vuosiraportti2020_liitteilla_310821
Liite 1 ohjelmatuen-vuosiraportti-2022-300823
Liite 1 Ohjelman tulokset 2021
Annual reports to AGM
Fingon toimintakertomus 2023_tekstit
2023 kevatkokous Liite 7A Toimintakertomus 2022....
2022 kevatkokous Liite 6A Toimintakertomus 2021....
2021 kevatkokous Liite 7A Toimintakertomus 2020....
2020 kevatkokous Liite 6A Fingon Toimintakertomus...
Organisational development
Fingo organisational structure
Sensemaking jan to sept 2023 and planning 2024
Organisational change model
Fingo sisäisen oppimisen nykytila - visual...
Fingo sisäisen oppimisen malli kuvaus...
EQFM-jatkotyöpajan tulokset 11.12.2020
Members survey
Fingo_Jäsenkysely_2021_Avoimet
Fingo_Jäsenkysely_2021_
Fingo_Jäsenkysely_2023.....
Info on smaller projects
List of projects
Inequality_internal_ponderings
Termistö eriarvoisuus, yhdenvertaisuus, ihmisoikeudet 10.1.2023_EM
Fingo eriarvoisuuskartoitus toukokuu 2023
Eriarvoisuus_Taustapaperi_Fingo_työstöversio 14042022
Eriarvoisuus water of systems change visualisaatio
02 23 Eriarvoisuus palaute jäsenelty_luonnos
Evaluations and assessments
Evaluation of Powerbank
2022 evaluation presentation
Networks and WG surveys

Survey of decision makers advocacy
2023 survey on learning services (powerbank)
Palaute GKK-tilaisuuksista v.2023
Inception docs
Strategy ToC eng
Programme report 2022 to MFA
Learning outcomes of the sensemaking workshop
Fingo Strategy 2021-2024
Fingo programme 2022-2025
Annual report 2022 for members

Annex VI - Foresight session: PPT + notes (attached)