



# TERMS OF REFERENCE

## Fingo Programme 2022-2025 evaluation

### 1. Background

Fingo is an umbrella organization comprising approximately 270 Finnish NGOs with an interest in global development. We are dedicated to creating a fairer world for all by providing a platform for various development NGOs and their stakeholders, influencing political decision-making and advocating for reduced inequality, strengthening our member organizations, and enhancing citizens' understanding of and participation in global sustainable development. Safeguarding the operational capacity of our members and enhancing their abilities for renewal, with for example diverse futures skills, is increasingly important in a rapidly changing environment.

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.

Through the MFA-funded Programme our goal is that "civil society organizations in the developing countries are able to implement their role in sustainable development". We have three key outcomes to enhance this contribution: 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", 2. "Finnish CSOs' organisational capacity to work with the civil society in developing countries, in the rapidly changing world, has strengthened" and 3. "Public commitment to sustainable development has been increased."

The approaches planned in the Programme aim to be systemic and transformative relying on frameworks like [Water of Systems Change](#) and [Collective Leadership Compass](#). Fingo acknowledges current transitional tension between traditional development approaches, that often overlook their role in perpetuating systemic inequalities, and the emerging movement to shift the power in international development aid. This movement calls for redistributing decision-making and resources to address the imbalances. Fingo is actively exploring ways to integrate this transformative approach into its strategies, aiming for more equitable and inclusive outcomes. In light of this ongoing transition, Fingo recognises that the needs of partners and objectives of sustainable development may change, requiring changes in the services Fingo provides in the future. Strategic decision-making and organizational renewal requires continuous reflection of the rapidly changing working environment of for example reducing resources, rising inequalities, global pandemics and security crisis.

Before its strategy revision in 2024, and embarking on the planning and application process for the next MFA-funded programme period (2026-2030), Fingo aims to conduct an external evaluation to support the planning process. The focus of this evaluation will be on the coherence and effectiveness of the current programme in fulfilling its overarching objective of enhancing the abilities of civil society organizations in the global south in transformative ways.

It is recognized that Fingo's contribution to the impact objective is mostly indirect through its members. Moreover, the transformative nature of Fingo's work does not necessarily enable clear cut results and analysis of effectiveness, as the goal posts and approaches have also changed along the way. Nevertheless this evaluation will contribute to an understanding of the different pathways to its outcome and impact objectives and thus provide knowledge and understanding for informed decisions concerning the planning of Fingo's next programme. It will also contribute insights for the revision of Fingo's strategy, scheduled to be completed by the end of October 2024.

## **2. Purpose and the objectives of the evaluation**

The purpose of the evaluation is to assess the effectiveness and internal and external coherence of Fingo's Programme (2022-2025), with a specific focus on the impact objective and the various change pathways leading to it. The analysis can happen in two parts: one that examines the effectiveness and coherence of the processes and results of the programme from January 2022 to March 2024, and the other that gathers change stories from Fingo's members and partners in the global south on Fingo's contribution towards the programme's impact objective. For the latter there are no strict time frames and the data can relate to the overall period of Fingo's work and existence since 2019, as the contribution of Fingo might have started already before the current programme period.

Key objectives of the evaluation are:

1. 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
2. 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.
3. To assess the key factors and approaches influencing the extent of results and contribution in objectives 1 and 2.
4. 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 future, its possibilities and Fingo's desire for transformative reduction of the root causes of inequality.

The analysis and recommendations need to include aspects of futures thinking. In other words, it is important to analyse how Fingo can carry on being an impactful, effective and coherent umbrella organisation for its members in 10 year's time, considering its resilience, relevance and capacity to cope with the rapidly changing working environment as well as the complexity and uncertainty of the future.

### 3. Scope of the evaluation

In terms of time the evaluation analyses the general programme effectiveness and coherence in the period of 01/2022- 04/2024 and the change stories related to the impact objective within the period of 2019-2024. A part from Fingo's members and key stakeholders in Finland, the key informants include a sample of international partners, networks and stakeholders. Most, if not all, of the work can be done online. Most of the documents needed are in Finnish.

The maximum budget of the evaluation is 36 000€ excluding VAT. The process includes regular meetings and check-ins with the evaluation management and advisory teams. Especially, joint planning will be done on integration of futures thinking into the evaluation process.

### 4. Key questions of the evaluation

Key questions of the evaluation include the following:

#### *Effectiveness*

- What are the key outcome level results that Fingo has contributed to within its three objective areas and how do they align with the impact objective?
- How do the key stakeholders (member organisations/decision-makers/private sector) see the relevance and effectiveness of the key objective areas of Fingo's programme?
- How effective has Fingo's work been at the international and EU-levels?
- How well has Fingo adjusted its strategies and operations in response to unforeseen challenges and opportunities in order to remain effective and coherent?
- 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?

#### *Coherence*

- 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?
- How coherently does Fingo align its approaches and objectives with its members' work and expertise?
- How coherent has Fingo's work been at the international and EU-levels?
- How coherently has Fingo fostered innovation within its programme and partnerships to address emerging global challenges?
- How effective and coherent has Fingo's attempts been to give voice and make space for civil society organizations of the global south?

### *Change stories on the impact objective*

- How have Fingo's members contributed to the impact objective of Fingo and how do they see Fingo's role in supporting that work?

## **5. Methodology**

Methodology will be agreed with the evaluator in the inception phase of the evaluation. It is however essential to allocate sufficient effort to create understanding of the transformative aspects of Fingo's work (all of which are not visible in official documents), while incorporating also approaches that integrate futures thinking into the evaluation process.

## **6. Required skills of the evaluator/evaluation team**

The required proven experience and skills of the evaluator/evaluation team will be:

- Proven expertise and experience in conducting and managing evaluations.
- Knowledge and skills in result-based management and adaptive programming in development.
- Knowledge and experience in Fingo's thematic areas, namely international development in the civil society sector.
- Proven experience and skills in data collection (including focus group discussions), analysis and report writing.
- Good oral and written skills of English.
- Finnish speaking personnel in the team to facilitate the translation of written materials and provide language support as needed.
- An identified team member or person from a low consumption country, ideally one of Fingo's partner countries, to act as a sounding board particularly on analysis and conclusions related to the impact objective, i.e. Fingo's contribution to "enhancing the abilities of civil society organizations in the developing countries to fulfill their role in sustainable development".

We favour:

- Knowledge and understanding of systems thinking.
- Knowledge and understanding of futures thinking.

We also value:

- Technical knowledge and experience in cross-cutting areas such as gender equality, disability issues, the rights-based approach and capacity development.
- Knowledge of global citizenship education, advocacy and communication particularly in Finland and the EU.
- Previous experience of working with Fingo's key stakeholders, namely civil society, civil servants and political decision-makers and media.
- Experience with online facilitation and group moderation.

## 7. Initial schedule of the evaluation and outputs required

The specific schedule for the implementation of the evaluation will be agreed with the consultant in a start-up meeting. Key milestones with preliminary deadlines are presented below.

- Tender submission by 26th January 2024.
- Agreement, timetable and start-up meeting 7<sup>th</sup> to 14<sup>th</sup> February 2024.
- Inception report with revised evaluation questions and methodology based on the desk study and initial meeting with evaluation management team by 1<sup>st</sup> March 2024. The inception report should include an evaluation design that builds on the understanding of the assignment and the objectives, scope, and evaluation questions. It will describe the evaluation methodology/methodological approach, data collection tools and data analysis methods. It will include a detailed work plan indicating timing of activities, responsibilities, and use of resources.
- Data collection and analysis with regular check-ins with the evaluation team in March-May 2024.
- Initial analysis of the data to be presented for relevant Fingo staff on 1<sup>st</sup> June 2024.
- Additional data gathering, analysis and report writing in June-July 2024.
- Draft evaluation report which contains an analysis and presentation highlighting key findings and conclusions, lessons, good practices and recommendations by 23<sup>rd</sup> August 2024.
- Finalization of the evaluation outputs by 30<sup>th</sup> September.

## 8. Quality assurance

Special attention must be paid to quality assurance throughout the evaluation process. The evaluation team needs to indicate how they will assure the quality of the work and outputs during the developmental evaluation process.

## 9. Tender

Please provide your tender and CV/CVs to the address [senja.vaatainen\(at\)fingo.fi](mailto:senja.vaatainen(at)fingo.fi) by 26<sup>th</sup> January 2024. Late tenders will not be accepted.

Please include in the tender at least the following:

- Description and references of experience with similar assignments. Please ensure that these address the experience and skills as described under section 6 (Required skills of the evaluator / evaluation team) of this ToR.
- Preliminary plan for carrying out the evaluation, including preliminary methodology and timetable.
- Proposal on the number of working days and budget.

The tenders will be evaluated internally in Fingo. Tender evaluation will favour (60% of the assessment): (1) the evaluator's / evaluation team's experience and knowledge according to the criteria under section 6 (Required skills of the evaluator / evaluation team) of this ToR; and (2) the quality of the proposal and the extent to which the approach and methodology reflects an understanding of the work of Fingo. Additional criteria include (40% of the assessment): (3) the relevance and feasibility of the plan and timetable to addressing the evaluation's purpose and objectives; (4) the overall responsiveness of the proposal to Fingo's organisational objectives; and (5) the financial proposal (note: the maximum budget cannot be exceeded for the tender to be considered).

The decision on the selection will be announced on the week starting 5<sup>th</sup> February 2024.

The tender can be rejected or the contract revoked in the event of bribery or activities resembling bribery associated with its implementation.

For more information please contact Fingo's adviser Senja Väättäinen-Chimpuku: senja.vaatainen(at)fingo.fi, +358 50 3176747.

## ANNEX

Material for more information:

- Fingo's website: [Finnish Development NGOs - Fingo](#)
- [Fingo's Programme 2022-2025](#)
- [Fingo's Strategy 2021-2024](#)
- [Toimintasuunnitelma 2024](#)
- [Vuosisraportti 2022](#)