

Strategy of the new organisation

Introduction

On 19 January 2017, the Kepa Board and the Executive Committee of Kehys decided to launch the planning of a joint cooperation, expert and umbrella organisation (the new organisation). The aim of this change project is to reinforce operational impact and effectiveness, improve CSO training and advice services, conduct advocacy work and interest representation and increase CSO access to participation and capacities for success in a changing operating environment and in a new strategic reference framework.

A key reason for the launch of this change project is the transformation taking place in the operating environment and strategic reference framework of Kehys and Kepa and their member organisations. This is not merely about some trends getting stronger or weaker but about traditionally familiar things getting redefined or reframed. This results in new expectations, issues and challenges.

The 2030 Agenda has reshaped the landscape of the entire sector. The North-South divide has been or is being dismantled, and the same applies to the 'our country versus other countries' or 'national work versus international work' approaches. The goal is global justice and socially, economically and ecologically sustainable development. With such fundamental changes taking place in the operating environment and strategic landscape, the question arises as to what kind of a new actor this sector needs today and, above all, tomorrow.

This strategy describes the mission, vision and values as well as strategic priorities of the new organisation. A brief description of the operating environment has also been produced, providing justifications for the policies outlined. The description of the operating environment is a summary of the descriptions of changes in the operating environment provided in the Kehys and Kepa strategies and a study conducted by FIANT Consulting.

The point of departure for the strategy of the new organisation is the mission statement, which describes the organisation's purpose of existence – its basic task. The vision crystallises the picture of the future that the organisation wants to make a reality through its activities. In this context, values are understood, above all, through ways of doing things or operational values, which means they describe the nature of the organisation as well as its approach to member organisations, partners and others in everyday activities.

The strategic priorities describe the path that leads from the mission statement and the operational values through practical actions to the desired vision. The target states for the priorities describe what will change, while the indicators describe how we will know we have succeeded in achieving the objectives set and implementing change. The indicators for implementation and impact will be defined and described in more detail in the programme documents and action and financial plans of the new organisation.

Creating a single team from two organisations is a long-term process. The strengths of both organisations will be taken into account in the reform and also utilised in the future. The aim is that 1 + 1 will equal more than 2 once the process of change is completed.

The preparation of the new organisation has been based on member organisations' solid ownership and active participation. Work on the contents of the change project took place during autumn 2017 in a member organisation working group tasked with formulating the strategy (vision, mission, values, strategic objectives), identifying the functions and services, mapping out the personnel structure, administration, financing needs and financeability, drafting the rules and name, and drawing up a more detailed change proposal.

The members of the working group are Teppo Eskelinen (International Solidarity Work), Riikka Jalonen (Peace Education Institute), Liisa Ketolainen (UN Youth of Finland), Elina Korhonen (Family Federation of Finland), Annu Lehtinen (Finnish Refugee Council), Anja Malm (Disability Partnership Finland), Miia Nuikka (International Solidarity Foundation), Janne Ronkainen (Trade Union Solidarity Centre of Finland SASK) and Janne Sivonen (Fairtrade Finland). The facilitator of the change project was Juha Heikkala (Juha Heikkala Consulting).

Mission

The new organisation is a Finnish cooperation, expert and umbrella organisation promoting globally just sustainable development.

To bring about global justice and sustainable development, the new organisation:

- acts as an expert in global civil society strengthening the operating capacities of civil society and defending its operating space;
- increases its member organisations' capacities for action with impact;
- brings together and strengthens its member organisations' competencies in sustainable development contents;
- influences political decision-making in accordance with the new organisation's strategy and mission as outlined in cooperation with member organisations;
- increases citizens' understanding about global development issues and global civil society;
- strengthens polyphony in society's decision-making and makes participation possible also for those whose voices have been silenced in political processes.

Vision

A globally just and sustainable world where human rights are a reality.

Operational values

Cooperative, listening and dialogical
 Courageous and proactive in taking a stand
 Renewing and tomorrow-building
 Valuing diversity

Strategic priorities

1. Stronger civil society

Background:

Civil society is a free and polyphonic space in society for learning together, supporting active citizenship, seeking solutions for social issues, sharing competencies, perspectives and experiences and taking joint action for global justice.

An active civil society strengthens people's inclusion and is a value in itself for the realisation of democracy. Civil society actors include social movements, civil society organisations (CSOs) and activist groups.

The new organisation is a cooperation, expert and umbrella organisation which strengthens civil society actors and creates space for civil society and for member organisations and active citizens operating in civil society in order to advance global justice and sustainable development. The roots of the new organisation are in the Finnish third world movement. Development cooperation and global education are key tools in the promotion of global justice.

The creation of a more globally just world does not only take place in Finland. The work of Southern CSOs to defend civil society and promote global justice is supported through long-term strategic partnerships and advocacy work.

The achievement of sustainable development in an interdependent world requires broad-based partnerships with public-, private- and third-sector actors alike. Governments and enterprises need an active civil society alongside them.

Target state:

CSOs' operating capacities will have been secured by law and resourced through sufficient public funding. The new organisation will strengthen and diversify its own and its member organisations' funding base.

CSOs will be able to operate with greater impact. Civil society will operate more efficiently for global justice. CSOs will receive services that reinforce their expertise and activities from the umbrella organisation.

The role of civil society will be appreciated and the added value generated by it will be understood in society. The operations of an active civil society will be supported by political decision-making.

People in Finland will have a deeper understanding about the interdependencies of global issues.

Indicators for success:

CSOs operative actively and with impact as experts in decisions and processes concerning global justice and sustainable development in Finland and internationally.

CSOs' operating resources and space are secured. The appreciation of CSOs' work can be seen in policies. Public funding for CSOs is getting stronger and diversifying.

The voice of civil society defending global justice can be heard in social debate.

Member organisations use the services of the new organisation and are satisfied with them.

2. Effective advocacy

Background:

The interdependence of global phenomena calls for structural solutions to issues such as the global economic system. The new organisation conducts sustained and consistent advocacy towards citizens, political decision-makers and public officials nationally, in the European Union and internationally to promote global justice. It exerts influence by offering solutions for the promotion of global justice as well as by creating a constructive dialogue with relevant stakeholder groups.

The new organisation has strong thematic and process competencies relating to advocacy work. It brings together its member organisations' competencies and takes joint advocacy action in issues that are important for global justice and sustainable development. Decisions are made for each strategy period on those themes that are essential from the global justice perspective and on which the new organisation's long-term advocacy will focus. Some of the themes may be more umbrella organisation-driven and others more member organisation-driven. The new organisation brings together its member organisations' best expertise and, together with its member organisations, decides on the ways in which advocacy is conducted on the various themes.

Global justice requires knowledge of the conditions prevailing around the world and an understanding about our shared humanity. To include experiences of the South in advocacy and communications work and to ensure the organisation's learning, the new organisation maintains living contacts with civil society actors in the global South. It develops new and creative ways of doing things that can be employed to utilise member organisations' work in the global South.

Effective advocacy is supported by strong, professional and speedy communications. To ensure the efficient coordination of member organisations' competencies, effective advocacy work and, if necessary, a speedy response, the personnel of the new organisation must have expertise and advocacy competencies relating to the currently selected themes.

Target state:

The new organisation will conduct expert advocacy on the strengthening of the global civil society in Finland and in relevant international networks. It will also gain information and competencies from international networks.

The new organisation will conduct advocacy work in cooperation with its member organisations in development policy and in the most important issues as regards global justice. It will have expertise in the most important structural, cross-cutting themes as regards global justice and sustainable development. The thematic competencies, advocacy competencies and process competencies of member organisations and the new organisation will complement each other and will be utilised fully.

The objective is for the interdependencies of global issues and the vital role of development cooperation and other tools for the promotion of global justice to be understood and for them to influence national and international decision-making.

Indicators for success:

Civil society can be seen and heard and its messages are well-known and influential. Opinions coordinated in cooperation with member organisations influence political decision-making.

The voice of Southern civil society can be heard in the communications and advocacy work of the new organisation.

The new organisation is perceived from the outside as a strong advocacy and interest representation organisation that has broad expertise through its member organisations. The expertise of its work carried out with member organisations is acknowledged. It has good cooperation with relevant actors.

The organisation's messages are visible in the media and social debate. People in Finland regard development cooperation as important and understand its global significance.

Member organisations are satisfied with the focal areas of the new organisation's work. The themes are material as regards the realisation of global justice.

3. Strengthening member organisations' ownership

Background:

The new organisation is a strong and member organisation-driven actor that supports the societal role and specific competencies of member organisations.

The new organisation brings together those interested in the same themes (CSOs and individuals alike) by utilising modern means of member organisation inclusion and opinion-forming in each matter at hand. It has special expertise in the facilitation of the process of forming joint opinions and in conveying these opinions to political decision-making.

The new organisation offers its member organisations training and advice services that support their activities.

Target state:

Member organisations will be active and committed to share their competencies.

Member organisations will receive services supporting their expertise and activities from the new organisation.

As mandated by member organisations, the new organisation will attend to interest representation and advocacy work concerning global civil society and development policy in general.

Together with member organisations, the new organisation will develop ways of doing things that reflect the changing forms of active citizenship. It will also support the creation of various CSO coalitions and campaigns.

Indicators:

Member organisations participate actively in joint opinion-forming and advocacy work.

Member organisations find that the activities of the new organisation increase the effectiveness of their own messages.

Member organisations use the services offered to them and are satisfied with them.