

MUTUAL CAPACITY DEVELOPMENT IN THE FAIR, GREEN & GLOBAL PROGRAMME

Baseline study

July 2016

TABLE OF CONTENTS

1. INTRODUCTION	3
2. MUTUAL CAPACITY DEVELOPMENT IN THE FGG PROGRAMME	3
2.1. <i>Defining mutual capacity development</i>	3
2.2. <i>Some remarks about the term: perception and internal awareness</i>	4
2.3. <i>The FGG Alliance's approach towards mutual capacity development</i>	5
3. METHODOLOGY	7
3.1. <i>Type of baseline study</i>	7
3.2. <i>Guiding principles</i>	8
3.3. <i>Methodological approach</i>	8
4. FINDINGS	9
4.1. <i>Partners in FGG</i>	9
4.1.1. Network and federation partners	10
4.1.2. Core partners	10
4.1.3. Ad hoc partners	10
4.2. <i>Current capacity</i>	11
4.2.1. Ability to lobby and advocate	11
4.2.2. Extensive content knowledge	12
4.2.3. Research capacity, including access to useful information	12
4.2.4. Access to private sector, decision-makers and media	12
4.2.5. Access to and involvement in relevant networks	13
4.2.6. Capacity to provide capacity development support	13
4.2.7. Ability to adapt to changing circumstances	13
4.2.8. Connecting and mobilising	14
4.3. <i>Desired capacity</i>	14
4.3.1. Access to and involvement in relevant networks	14
4.3.2. Ability to lobby and advocate	14
4.3.3. Connecting and mobilising	15
4.3.4. Communication	15
4.3.5. General organisational capacity	15
4.3.6. Research capacity and expertise	16
4.3.7. Capacity to provide capacity development support	16
4.3.8. Ability to adapt to changing circumstances	17
4.3.9. Gender	17
5. ANALYSIS	17
5.1. <i>Advocacy capacity</i>	17
5.2. <i>Research capacity</i>	18
5.3. <i>Networking capacity</i>	18
5.4. <i>Other types of capacity</i>	19
6. CONCLUSIONS AND FOLLOW-UP	19
Annex I - Common ground between Ministry and FGG categories for capacity development	21
Annex II - List of FGG members and partners consulted	24

1. INTRODUCTION

Mutual capacity development is a central element in the Fair, Green & Global (FGG) programme: FGG members and their partners¹ aim to strengthen their organisations in order to effectively lobby and advocate - and eventually arrive at the pursued changes in policies and practice. Capacity development in the FGG programme is geared towards contributing to FGG members' and partners' advocacy, research and networking capacity. This in turn is foreseen to contribute to further strengthening the FGG Alliance's skills, knowledge and network contacts. Ultimately, these skills, knowledge and network contacts will contribute to achieving results within FGG's three Theories of Change: improved corporate conduct, improved policies related to trade and investment, and improved financial and tax policies.

To review capacity development efforts and progress made in the programme, FGG staff members in consultation with partner organisations have carried out a baseline study of capacities in the FGG Alliance. The main question for this baseline is: to what extent are FGG members and their partners currently able to effectively lobby and advocate towards achieving their shared objectives? In other words: to what extent do they have ('possess') the capacities to achieve pursued results?

The current baseline has been carried out by Alliance staff members, in order to make use of existing processes and foster ownership of the findings.

Below follows a description of mutual capacity development in the FGG programme. Subsequently the document presents the methodology applied, the main findings and final conclusions and follow-up actions.

2. MUTUAL CAPACITY DEVELOPMENT IN THE FGG PROGRAMME

2.1. Defining mutual capacity development

The FGG Alliance defines mutual capacity development as a process of strengthening skills, knowledge and network contacts, involving FGG Alliance members, Alliance partners (CSOs) in LLMIC and other countries, and key networks and their members as equal partners.

The FGG Alliance is convinced that linking people, organisations and networks at the local, national and global levels helps to build a critical mass of civil society organisations that successfully impacts global supply chains through changes in practice in different countries or regions and at the level of global trade agendas. Therefore, the Alliance ensures that partners have access to knowledge, lobbying platforms and international strategy discussions.

¹ **FGG members** are the six Netherlands-based Alliance members (ActionAid Netherlands, Both ENDS, Clean Clothes Campaign, Milieudefensie/Friends of the Earth Netherlands, SOMO and Transnational Institute (TNI)); **FGG partners** are the approximately 300 CSOs and key networks worldwide with which the FGG members collaborate in the FGG Programme.

The mutuality of capacity development in the FGG programme lies first and foremost in the network character of the Alliance set-up, as FGG members and partners are all equal part of the same global network contributing to a socially just, inclusive, environmentally sustainable world, by combining their complementary roles, locations, expertise and capacities, and by mutually enforcing capacities to better lobby and advocate.

Secondly, mutuality is brought to practice as FGG members intervene at Dutch or international level for improved policies, rules and regulations. These interventions are carried out in close cooperation with partners. By jointly influencing Dutch and international processes, FGG members reinforce the ability of CSOs in LLMICs to conduct their own lobby and advocacy.

Thirdly, cooperation between FGG members and their partners calls for strengthening the capacities of FGG members and partners, as well as developing the capacities of grassroots movements and local communities, thus enhancing civil society participation in decision-making at all levels.

Box 1. Mutual strengthening in a global network | ActionAid's joint campaign on biofuels

In 2009, an international agrofuel meeting convened ActionAid colleagues from Senegal, Tanzania, Brazil, Ghana, the UK, France, Italy, the Netherlands and Denmark to discuss experiences and ways forward with regard to the Renewable Energy Directive (RED) and related land grabbing and food security challenges, due to rising demands for biofuels. ActionAid UK, France, Italy, Denmark, the Netherlands, Kenya and Tanzania, with other Southern countries on a more ad-hoc basis, started a joint ActionAid campaign on biofuels as part of the global HungerFree campaign. The strength of this coalition came from the combination of organisations with expertise in environmental impacts and social impacts of the biofuels policy. The coalition combined research, lobby and advocacy, and public campaigning, to successfully influence European policy makers to change the biofuel policy. After a lengthy process the EU Parliament and EU Council agreed on a 7% cap on land-based biofuels with options for EU member-states to adopt national policies with lower caps. This is considered an important success and a clear example of complementarity sought in the FGG Alliance as well: in the FGG Alliance, being a network of almost 400 organisations, mutual capacity development might take the form of mutual reinforcement of capacities, building upon each other's work and strengthening each organisation's niche strategies and expertise.

2.2. Some remarks about the term: perception and internal awareness

Experience from the first FGG programme (2011-2015) has shown that the term capacity development has a hierarchical connotation for partner organisations, which oftentimes have long-standing track records and have built solid, high-quality organisations. Too much emphasis on capacity development has been perceived as donor-driven and inappropriate. The FGG Alliance has therefore been implementing the concept of 'mutual capacity development', which has entailed a change in practice

(i.e. organising capacity development as a (at least) two-way street), and a change in terminology (i.e. putting emphasis on the mutuality).

The six FGG members and their partners have very diverse approaches towards capacity development. Thus, this baseline study into mutual capacity development in FGG needs to do justice to the great variety in relations with partners that exist within the Alliance, as well as the diverse types of partners, capacity development needs and circumstantial factors that affect the need for and/or types of activities geared towards capacity development.

Meanwhile, the concept of mutual capacity development is not clear yet to all staff working at FGG members and FGG partners. When asked about mutual capacity development, several FGG partners tend to focus on trainings and courses they have been part of. Thus, the concept clearly merits further discussion between FGG members and partners during the course of the programme, to allow for jointly exploration of the opportunities of mutual capacity development in guaranteeing equal working relationships.

2.3. The FGG Alliance's approach towards mutual capacity development

Capacity development in the FGG programme is flexible and characterized by equal, mutual relations. The network-character of the FGG Alliance calls upon each member and partner's capacity, as each plays a different role and hence needs certain capacity to play that role. Mutual capacity development (i.e. FGG members with FGG partners, as well as FGG members amongst each other, FGG partners amongst each other and FGG members and partners with external parties) helps all organisations within the Alliance to optimally fulfil their role and contribute to their shared objectives.

The FGG programme uses a comprehensive delineation of capacity development, distinguishing between:

- 1) **Direct capacity development:** direct capacity development concerns trainings, workshops et cetera, contributing to knowledge and organisational capacity.

Box 2. Direct capacity development | An Urgent Appeal training

An example of direct capacity development is the Urgent Appeal training CCC is organising in Sri Lanka in September 2016, in joint collaboration with its local partners. CCC's international office and the local partner decide on the content and structure of the training, so that it includes learning opportunities for all trainers and participants. The trainer from CCC's international office is an Urgent Appeal coordinator, while the local partners are those likely to initiate or access the Urgent Appeal system from the local workers' side. Notably this direct capacity development effort could eventually amount to indirect capacity development in the form of a joint case (CCC's international office, local partners and other relevant actors, such as brands and Global Unions), deciding on a lobby and possibly campaigning strategy together.

- 2) **Indirect capacity development:** indirect capacity development implies a type of mutual learning that occurs throughout joint research, lobby and advocacy processes and collaboration. Since learning is a social process, joint work and interaction inherently creates learning opportunities. FGG members and their partners each have their own strengths and learning areas, which are –often implicitly- addressed through collaborating and learning from experience.

The majority of capacity development in the FGG programme can be categorised as ‘indirect capacity development’. In the course of long relationships with partner organisations, FGG members have found that generally, such learning and capacity development through collaboration is often most natural, equal and beneficial to both partners.

Box 3. Indirect capacity development | The ‘Signing away sovereignty’ report

The report ‘Signing away sovereignty’ (May 2016) was written in a collaborative effort between TNI and Focus on the Global South, a partner organisation in The Philippines. Focus on the Global South contributed the local perspective and their knowledge on the ongoing struggles while TNI’s input was the global perspective on specific policies (trade and investment/climate). During the exchange, both the partner and TNI learned about the local conflicts and how they relate to the broader analysis they develop. It was a way of mutual learning about the complexities of the local implications of global policies, depending on national and regional contexts, while local groups managed to understand better how their current problems are related to a bigger policy framework.

- 3) **Capacity development as a result of lobby and advocacy efforts and results:** capacity development can be a result of changes achieved through the FGG programme, or in general efforts made to influence policies. Programme results regarding for example an enabling environment for civil society might contribute to increased legitimacy and credibility of FGG partners. The successful protection of Human Rights Defenders will create space for them to communicate their message.²

² At the same time, the FGG Alliance does acknowledge that successes in the programme might as well have negative implications for capacity development, especially regarding the space for CSOs.

Box 4. Capacity development as a result of lobby and advocacy efforts and results | The Agua Zarca case in Honduras

After having been in communication with COPINH since a number of years, early 2016 the Honduran NGO again contacted Both ENDS about the Agua Zarca hydropower project, which was being built with financing from the Dutch development bank FMO. While Both ENDS, together with SOMO, was looking into the possibility to prepare a formal complaint against at the bank's complaint mechanisms, the leader of COPINH Berta Caceres was murdered in March 2016. This event led to the subsequent forming of an ad hoc network of concerned organisations (Northern as well as other organisations from Latin America) to support the work of COPINH even more actively than before, to lobby for the rights of the affected people in Honduras and gain justice for Berta. This informal network of various different members was very valuable in giving greater capacity to COPINH's efforts to find new avenues to garner international attention, to support them with communication outlets and to gain access to relevant policy makers and directly to the financiers of the project. In return COPINH brought the vital insights and information on the ground to the larger group of concerned organisations who wanted to support them but were too removed from the ground to be able to monitor the situation themselves. The loose and quickly formed network was absolutely vital also for gaining more legitimacy in numbers and for the organisations to be able to respond quickly at a global scale to the events, which required immediate pressure and attention.

3. METHODOLOGY

3.1. Type of baseline study

The FGG Alliance has chosen an approach of self-assessment to map the general current state of affairs with regard to the capacity of FGG members and their partners in order to achieve lobby and advocacy results. The question central to this study has been 'how capable do you currently consider yourself for generating lobby and advocacy results?' (rather than 'how do you score on these x-number types of capabilities?').

The types of relationships FGG members have with their partners are the main reason for this approach. In the FGG programme, partners are not often involved for the entire five-year programme. Thus, it is quite normal that in year three of the programme, at the time of the mid-term assessment, partners have only recently joined the programme, depending on emerging issues and these partners' needs, expertise, networks, geographical location, et cetera. In order to do justice to this dynamic, a more general 'picture' has been taken of the current extent to which the FGG Alliance is capable to deliver lobby and advocacy results. The types of capacities FGG members and partners consider strong and beneficial to this effective lobby and advocacy are categorised inductively (i.e. without predefined categories) to allow for a broad interpretation of 'capacity'.

3.2. Guiding principles

In developing a methodological approach for this baseline study, the FGG Alliance has respected the following principles:

- **Mutuality** as the starting point: the FGG Alliance wishes to carry out a study that parts from the basis of equal relations with partner organisations, built on the conviction that these relationships are mutually beneficial. The Alliance members thus do not maintain a hierarchical relationship with partners, nor do they consider their partners' capacities insufficient. Rather, the FGG Alliance recognises the value and learning potential of the FGG programme for both FGG partners and members.
- A wide variety of partner organisations is involved in the Alliance, ranging from ActionAid country offices to labour unions. The types of engagements between members and partners also greatly vary. The baseline assessment should respect these **different types of partners and partnerships** by allowing for differences in interpretations, needs and types of capacity development support. Notably, the FGG Alliance in itself can be considered a network. Several of the FGG Alliance members are themselves networks, which were formed deliberately to strengthen and add to each other's capacity.
- For several partners, the FGG grant they receive covers a relatively small part of their annual budgets. For those partners, we wish to keep reporting and accountability demands as low as possible. In general, the aim for this baseline has been to **make use of existing processes and communication** – and only add on these if the added value is recognised by both FGG members and partners.

Box 5. Mutuality in practice | Lessons Learnt Meeting about compensation after tragedies in the garment sector

In March 2016, the global CCC network organised a Lessons Learnt Meeting in Nepal. 50 partners, mainly from Pakistan and Bangladesh, Global Allies and a few selected partners from India met and discussed the compensation experiences of Rana Plaza (Bangladesh), Tazreen (Bangladesh), Ali Enterprises (Pakistan), Kentex (Philippines) and identified action areas to establish and improve long-term mechanisms for compensation and access to remedy. This meeting fostered the discussion on joint work and contributed to each participant's learning.

3.3. Methodological approach

Establishing a baseline for capacity development in the FGG programme has been done through a tailored approach that is the result of Alliance's effort to concretise the above principles. 'Light interviews' or talks between FGG members and their partners have been central to this study. More specifically, FGG members and their core partners have discussed the following:

- 1) What do we already **'have'/'possess'** to lobby and advocate and achieve our joint objectives?

- This question is left open to various interpretations, ranging from organisational capacity and knowledge to contacts and resources, depending on what FGG members and their partners consider relevant.
 - This question basically establishes the baseline.
- 2) What do we **need** in order to lobby and advocate and achieve our joint objectives? What do we want to have developed in the course of the programme in order to contribute to our effectiveness and success?
- Also for this question, FGG members and their partners were left free to discuss what they considered relevant.
 - It was recommended, if the focus would have been too much on external factors ('we need a new government'), to also see if there were internal factors that could be strengthened.
 - This question helps us to clarify what are the needs and what we should plan for.
- 3) **How** do we get there? What is needed and what can be our roles (both for partners and ourselves) in order to realise this?
- This question served to discuss different, suiting approaches for organising capacity development support services; to operationalize capacity development needs; and to jointly take responsibility for organising such capacity development support.
 - This question helps us in strategizing and planning for capacity development.

In total, the six Alliance members and 39 partners have been consulted for this baseline. The Alliance members have provided their inputs in writing, whilst the partners have provided their inputs through calls with their FGG member counterparts. Each of these talks is summarised in brief reports, which have been analysed by the coordination team of the FGG Alliance. The summarised findings and analysis have subsequently been discussed with a core group of staff of the six FGG members during a reflection and analysis meeting. The Steering Committee of the FGG Alliance has provided feedback to a draft version of the baseline report. The current report is the final version of the baseline study on mutual capacity development in the FGG programme. However, this baseline study is a living document and will be discussed at regular intervals with partners, to ensure that it is kept up to date.

4. FINDINGS

4.1. Partners in FGG

As indicated earlier, FGG members collaborate with different types of partners, which in turn has implications for the types of capacity development support needed, feasible and provided. A rough categorisation can be made, distinguishing between the following types of partners and partnerships, which are not mutually exclusive; several categories might be applicable to one single FGG member or partner:

4.1.1. Network and federation partners

FGG members have partners in formal and informal networks they establish, host, advice and/or participate in. Core to these networks is co-creation and collaboration through joint research; knowledge development and exchange; information provision; movement building; advocacy; agenda-setting; and policy influencing.

In such networks, actors are mutually dependent and responsible. They often have complementary roles, expertise and capacities. Formalised networks include the Friends of the Earth federation and ActionAid offices around the world. Informal network partners are sometimes described as sparring partners or 'allies' (e.g. TNI's partner Via Campesina). These informal network partners support each other, provide information and discuss and analyse shared issues of concern or interest. Mutual capacity development in these formal and informal networks often takes the shape of indirect capacity development through joint collaboration and mutual learning.

4.1.2. Core partners

A second category concerns the core partners of FGG members. These are generally partners with whom FGG members have long-standing relationships that go beyond a finance-basis and beyond the FGG programme. FGG members and their core partners often contribute to each other's strategic development as well as strategic and political choices.

4.1.3. Ad hoc partners

In the daily practice of the work of FGG members, often urgencies arise and momentums occur. Specifically for these moments, FGG members collaborate with partners that could be called 'ad hoc partners', which whom they always maintain an open and constant communication. These collaborations are geared towards specific issues or projects, rather than at continuous cooperation. After such a project is finalised, the cooperation might stop or turn dormant.

Partners in these categories can be (I)NGOs, trade unions, CSOs, CBOs, academic institutions, research institutions, social movement groups et cetera. Many of them are located in Low and Lower-Middle Income Countries (LLMICs), but not all. Whilst the efforts of partners in non-LLMICs might be geared towards their own governments, domestic companies and international actors, the eventual impact of their work is also geared towards mutual capacity development of partners and impact in LLMICs. This approach of global networking and lobby and advocacy for change in LLMICs is illustrated by the case on how regional advocacy towards the Inter-American Development Bank supports CSOs in Bolivia, as elaborated in the box below.

Box 6. Collaboration with partners in non-LLMICs for the benefit of (partners in) LLMICs

The Inter-American Development Bank (IDB) provides development financing to countries in the region, among which several LLMIC countries such as Bolivia, Guatemala, Haiti, Honduras, and Paraguay. In 2014 SOMO has set up a partnership with FUNDEPS, based in Argentina (non-LLMIC), to have them lead the civil society engagement and advocacy into the review of the IDB's Independent Consultation and Investigation Mechanism (ICIM, or MICI in Spanish), the grievance mechanisms of the IDB. FUNDEPS has taken the lead in formulating civil society recommendations to improve the ICIM and the subsequent advocacy for and monitoring of the adoption of these recommendations by the IDB's Executive Directors. FUNDEPS has also written a brochure on the use of ICIM to contribute to the knowledge basis of civil society organisations in the regional about the function and benefits of filing a complaint with the ICIM. Subsequently, FUNDEPS has written an analysis and case studies on the functioning of the ICIM as one of the eleven co-authors (including SOMO and Both ENDS) in the joint publication "Glass Half Full" as part of a collective advocacy strategy on development finance institutions. SOMO's work with FUNDEPS on advocacy towards the ICIM will indirectly benefit CSOs in LLMICs because improvement of the ICIM will strengthen their ability to get redress for negative impact of IDB support projects.

Additionally, FUNDEPS has researched the viability of Bolivian indigenous community members to submit a complaint to the ICIM in an attempt to get remedy for the harmful impacts from the IDB-funded construction project on the Santa Bárbara-Rurrenabaque Northern Corridor Highway. FUNDEPS furthermore organised a capacity development workshop with the community to develop a complaint and continues to support and advise them in their complaint process.

4.2. Current capacity

FGG members and their partners indicate that they have significant capacity, which forms the basis of the implementation of the FGG programme. This baseline presents categories of capacities that members and partners consider themselves to 'possess', in order of importance:

4.2.1. Ability to lobby and advocate

Almost all of the consulted FGG partners indicate that they have extensive lobby experience, at the local government level, national government level and international level. Their longstanding experience in developing and implementing lobby strategies forms the basis of their current efforts within the FGG programme. More specifically, these organisations have been involved in lobby with the World Bank, ASEAN, EU, IDB and many other institutions, regarding amongst others TTIP, human rights, the MICI and free trade agreements. Some of the FGG partners are as well strong at public campaigning and raising awareness.

In line with their partners, FGG Alliance members are strong at lobby and advocacy and developing adequate strategies. They have highly qualified staff on lobby and advocacy, pay attention to internal capacity development (e.g. by internal strategic meetings), and have over time developed a wide array of lobby strategies, approaches, tools and skills to tap from. The members' lobby and advocacy is targeted

at a variety of actors, in the Netherlands (government, SER, et cetera), as well as internationally at the EU, UN, OECD, ECCJ, Supermarket Network (EU level), EURODAD and many others. It concerns topics ranging from Urgent Appeals, binding treaties and Minister Ploumen's ICSR covenants, to natural resource management and capital flows. Notably, FGG members have been able to engage their (southern) partners in policy processes in the 'North', which generally greatly contributes to the effectiveness of lobby and advocacy.

4.2.2. Extensive content knowledge

Second, FGG partners have high levels of content knowledge. They have highly specialised staff members and institutionalised expertise on a variety of issues, ranging from climate finance and its local implications to food sovereignty and grievance mechanisms. Several of the consulted organisations explicitly indicate that they are recognised for their expertise, as a 'source of information', by, amongst others, national governments. Not only are several consulted organisations known for their expertise; they are also considered credible, trustworthy and knowledgeable partners by governments, NGOs, academics and communities.

FGG members have extensive content knowledge and several of them are widely recognized as expert knowledge holders. This knowledge concerns, amongst others, business and human rights, standards, extractives, and women and land rights, as well as a good understanding of the issues at stake at field level in a number of countries.

4.2.3. Research capacity, including access to useful information

Research capacity has been flagged by a number of FGG partners. They indicate that they have ample experience in evidence-based research, policy reviews, sharp analyses, case studies and research reports, of which some are widely shared. One of the partners in DRC for example, has ample capacity in conducting research on the ground on human rights violations by international companies. A few also indicate that they have good access to useful information, such as research for programme development.

Different FGG members have different types of research capacity. This capacity is valued, both by the organisations themselves and by others nationally and internationally. Not only do these FGG members have high levels of research expertise; they also are able to support partners in the gathering, framing and building of evidence, e.g. to develop sound research projects and bring their cases to (international) attention.

4.2.4. Access to private sector, decision-makers and media

Another important asset of most of the consulted FGG partner organisations is their widespread access to relevant actors and sectors. FGG partners have a foot in the door at government levels (local and national); several private sector bodies (e.g. related to soy and garment); decision-makers at several levels (e.g. GCF, WB, WTO, Dutch Ministry of Foreign Affairs, Embassies); financial institutions; and media.

Several FGG members indicate that they are content with their access to decision-makers, policy-makers and media. They too, just like their partners, have an influence at various levels, locally, nationally and internationally, and in relevant forums (such as multi-stakeholder platforms and certification initiatives), to address issues, cases, grievances and alternatives.

4.2.5. Access to and involvement in relevant networks

FGG partners are not alone in their struggles for socially just, equitable and environmentally sustainable societies: several of the consulted partner organisations claim that they have access to and are often part of relevant networks. A number of the partners themselves initiated or host these networks, involving significant capacity to reach out and liaise. They can tap into the resources of and generate support from networks of committed individuals and groups at local level, in the global North and South.

FGG members have a large network and good relationships with a wide variety of actors globally, ranging from university departments around the world (and access to many more through their networks) and federation members to Southern partners, at field, national, continental and global level. This benefits the lobby and advocacy capacities of these organisations: often lobby and advocacy take place through their larger networks.

4.2.6. Capacity to provide capacity development support

Acknowledging the importance of mutuality, FGG Alliance members as well as FGG partners flag their capacity to provide capacity development support. Several partners have extensive experience in training and supporting communities and grassroots organisations, NGOs and trade unions, e.g. in the garment, electronics and leather sector; regarding movement strengthening, and content-wise. FGG members organise a variety of capacity development support, as indicated throughout this report. A practical example of direct capacity development support provided by SOMO is a training they provide on non-judicial grievance mechanisms as a way for affected workers and communities to attempt to get remedy for harmful impacts. SOMO is now being asked and commissioned a few times per year to provide this training to other organisations and their partners.

4.2.7. Ability to adapt to changing circumstances

Another type of current capacity concerns FGG members' and partners' ability to adapt and adequately respond to changing circumstances. This can concern beneficial changes in the external environment (practical examples include FGG partners' ability to work with the Tenure Guidelines, which serve as a powerful tool to protect fishermen's rights, and progressive legislation such as the Indian Forest Rights Act), but also personnel changes at key positions in lobby targets (which may require to adopt an entirely different approach), as well as urgencies and momentums. A clear example here is the ability of CCC and its partners to respond to the collapse of the Rana Plaza garment factory in Bangladesh, in 2014: this tragedy has created a momentum globally to expose the working conditions of garment workers and urge brands to take responsibility for their supply chains. CCC and its partners have been

able to make use of this momentum and achieved that in 1.5 year over 180 brands signed the Bangladesh Accord on Fire and Building Safety, covering 1800 factories and concerning about 2 million garment workers.

A somewhat related capacity noticed by one of the other FGG members is their ability to identify and start working on critical global issues well before they become mainstream concerns. Put differently, they have a well-functioning 'radar' that picks up issues of concern in the external environment and are able to work on these issues proactively.

4.2.8. Connecting and mobilising

FGG partners and members have proven experience in connecting and mobilizing actors. Several partners indicate that they have ample expertise in movement building and strengthening, and are rooted in and connected to communities and local CBOs. FGG members argue that they have the capacity to link intellectuals, activists and media for their research, lobby and advocacy; to connect the whole chain from local grassroots organisations to international policy forums; to opening and using relevant political spaces to information from the local level, e.g. by bringing local partners (also grassroots level) to policy events.

4.3. Desired capacity

FGG members and their partners do see room for improvement. The categories of 'needs' they have in order to effectively lobby and advocacy partially overlap with their assets.

4.3.1. Access to and involvement in relevant networks

Most of the consulted organisations point to a need for strengthening their networking capacity and expanding their network contacts. Whereas some partners indicate that they aim to strengthen their capacity to initiate new and strengthen existing networks, others indicate that they see a need to increase collaboration among like-minded organisations, e.g. on trade and investment agreements, at national and international level. Several FGG partners express a wish to tap into the wider network of FGG members and FGG partners in the same region or working on similar issues.

FGG members, in turn, identify a similar need for increasingly connecting with other organisations (including organisations that represent other stakeholder groups, who are valuable sparring partners), to make use of each other's resources and capacities, harmonise, cooperate and complement each other.

4.3.2. Ability to lobby and advocate

Even though lobby and advocacy is core to most of the consulted partner organisations, they still see room for improvement, mostly with regard to developing effective lobby and advocacy strategies; public campaigning; adequate planning; using effective and innovative methodologies and tools; and building a critical mass (movement building and networking). A somewhat different capacity need concerns

the wish to strengthen strategy development for enhancing engagement with (local) governments. Several lobby and advocacy organisations argue that, despite their expertise and strong publications, their eventual influence on policy makers and changing practice can still be improved. What would help, according to one of the partners, is if they would be better able to link their national level to international level legal work against corporations.

Several FGG members as well indicate that they aim to improve their ability to develop (joint) lobby and advocacy strategies. One of them argues that they see the need to improve the strategic methodology behind their lobby and advocacy efforts, and take lobby and advocacy issues (such as seeking momentum, and deciding which decision-makers to address) up in earlier stages of planning researches. This latter point, indicating the need for more strategic planning, also resonates with another FGG member.

4.3.3. Connecting and mobilising

The need for better mobilisation and organisation of communities, amongst others on the basis of awareness-raising, is mentioned by a significant number of partners. Such connecting, mobilising and organising of grassroots and communities is foreseen to contribute to affected communities standing up for their rights.

Connecting and mobilising takes place at several levels – and there is need as well to improve this at these different levels, according to FGG members, e.g. by enhancing North-South linkages in lobby and advocacy, not only by providing inspiring examples of how North-South linkages work and why they are important, but also by, for example, enhancing the scope for opportunities to address issues in the South at various places, or vice versa find local examples and cases to serve as evidence for adverse policies FGG members want to address.

4.3.4. Communication

Partially in order to improve outreach to a wider audience and partially to disseminate research and publications, several organisations indicate that they want to improve their communication capacity. More specifically, the identified needs relate to developing communication strategies, developing digital campaigns (e.g. using online petitions, twitter et cetera), improving social media use, engaging with media, and developing appealing, informative and inspiring information for different audiences.

Although several FGG members have recently made efforts to improve their communication, two FGG members indicate that they aim to further boost their communication skills, presentation and media presentation skills; as well as their use of social media in communicating their lobby efforts and improving transparency.

4.3.5. General organisational capacity

With regard to their general organisational capacity, consulted partner organisations indicate that their needs relate to finances and financial administration, acquiring knowledge on project management tools, monitoring and evaluation, and human resources – this latter mostly concerning specific expertise (e.g. legal or

communication expertise), combined with the necessary basic infrastructure (e.g. a decent computer and printer).

FGG members also see room for improvement when it comes to their general organisational capacity. For one of them, the main challenge is how best to invest in positioning their organisation to access new sources of financing and ensuring that the organisation is prepared for leaner times ahead. Several FGG members argue that they could improve in terms of planning, particularly with reference to staff time and financial budgets. They often have to deal with the difficult balance between limited staff capacity and a wide variety of topics to cover, which requires focus and smart strategizing. One of the FGG members also points to their need to strengthen their ability to map and document their impact, including the use of stories of change and tracking of progress and action, and adjusting their theories of change.

4.3.6. Research capacity and expertise

Both research capacity and expertise are considered highly important for effective lobbying. Whereas the first can help to better understand, react to and communicate about specific lobby and advocacy issues; the latter one is considered a basis for advocacy, capacity development of others and legitimacy. With regard to research capacity, consulted organisations aim to improve timely and continuous generation of relevant information and data, e.g. through participatory research, corporate research, investigative journalism, policy analysis, gender analysis and financial research. With regard to expertise, specific needs concern amongst others knowledge about policy processes, internal dynamics of governments and local communities, and how to deal with libel. Also some FGG partners indicate that they wish to enhance their access to relevant information. Notably, in order to strengthen their expertise, ActionAid partners have specifically asked for a mutual capacity enforcement process to be taken up in the next two years.

4.3.7. Capacity to provide capacity development support

A number of organisations indicate that they aim to improve their capacity to provide capacity development support. On the one hand this concerns training of partners (or member groups) and fellow advocates, amongst others to build stronger (regional) movements. An example given by one of the partners is that they wish to support one of their partners to develop their good energy project, to build an emblematic case that could be used for the purposes of communicating the Good Energy Model, but also to contribute to the capacity within that organisation to advocate for the policy changes they need to advance the energy transformation in their country. On the other hand it concerns properly informing external parties, such as parliamentarians, about specific issues, such as sustainable water management. For this aim, it is argued that capacity development materials and guidelines would be helpful.

Several FGG members have indicated that they aim to strengthen their capacity to provide capacity development support and organise and facilitate mutual capacity development processes in joint collaboration with their partners. Practically it is argued by one of the FGG members that they aim to better transfer knowledge on good lobby and advocacy (which then first needs to be addressed through better

strategic planning at the FGG member itself). Capacity development efforts with partners could as well be improved by reserving more time to introduce partners to international policy, and jointly discussing how best to respond to this; and more generally by better aligning the lobby and advocacy agendas of FGG members and their partners.

4.3.8. Ability to adapt to changing circumstances

Some organisations point to difficulties in the external environment, such as a lack of transparency in decision-making at government levels. Whilst it would be most helpful if these external factors would change for the good, the organisations do acknowledge their own responsibility and need to properly respond to and/or deal with these factors and changing circumstances.

Also one of the FGG members sees the need to become more flexible and strategic, by learning how to quickly anticipate on and respond to actual developments in the context of high workloads and internal planning and reporting requirements.

4.3.9. Gender

Several FGG partners indicate that they aim to strengthen their gender analysis and gender mainstreaming in the implementation of their work.

This is the case for FGG members as well. When looking at ways to further develop FGG members' capacity, they consider it important to also focus on whose capacity is being developed, what will be done with that capacity, and who will benefit from it. For CCC, for example, the beneficiaries are garment workers, most of whom are women. The lobbyists and the activists are sometimes women's worker groups and grassroots organisations and other times men-led and men-dominated unions. The beneficiary groups, their interests and demands should be directly represented by the activists and reflected in the demands. One of the other FGG members indicates that they wish to gain more knowledge about, amongst others, thematic linkages between land, water and biodiversity and mainstreaming of gender and women rights. FGG members see the need to address gender inequalities in their mutual capacity development processes, and keep gender in mind when analysing the capacity of the Alliance members and their partners, as well as when deciding on the capacity development priorities.

5. ANALYSIS

The baseline findings indicate to what extent FGG members and their partners are currently able to effectively lobby and advocate. These indications form the baseline and will be monitored and measured qualitatively during the implementation of the FGG programme between 2016 and 2020. Since the FGG Alliance focuses primarily on advocacy, research and networking capacity, the baseline findings are summarised according to these three types of capacity, plus an 'other types of capacity' category:

5.1. Advocacy capacity

- **Ability to lobby and advocate:** FGG members and their partners have extensive lobby and advocacy expertise. Those for whom such expertise is relevant, still see room for improvement, specifically when it comes to developing effective lobby and advocacy strategies; adequate planning; using effective and innovative methodologies and tools; and strategy development for enhancing engagement with (local) governments.
- **Connecting and mobilising:** Both FGG members and FGG partners play important roles in connecting different actors in supply chains or around specific issues, and mobilising grassroots and communities to claim their rights. Room for improvement is observed in better bringing these actors together, mobilising them, and building movements at different levels.
- **Ability to adapt to changing circumstances:** Key to lobby and advocacy is the ability to respond to changes in the external environment, urgencies and momentums. Especially FGG members have acquired this ability over the years, though there is some room for improvement when it comes to flexibility and strategic planning.

5.2. Research capacity

- **Extensive content knowledge:** FGG members and their partners are highly knowledgeable actors and expert-role of several of them is widely recognised. This contributes to their legitimacy and credibility and therewith strengthens their position vis-à-vis governments, NGOs, academics and communities. Although some indicate that they wish to gain more knowledge, only few specific learning questions are formulated. A concrete area of improvement is the wish to enhance knowledge about policy processes and (internal) government dynamics.
- **Research capacity, including access to useful information / research capacity and expertise:** Several FGG members and partners are specifically renowned for their research expertise, e.g. relating to evidence-based research, policy reviews, sharp analyses, case studies and research reports. Room for improvement is observed with regard to timely and continuous generation of relevant information and data, e.g. by participatory research, corporate research, investigative journalism, policy analysis, gender analysis and financial research.

5.3. Networking capacity

- **Access to private sector, decision-makers and media:** FGG members and their partners have access to several private sector bodies, decision-makers at different levels, and media. No specific need is formulated to improve this capacity.
- **Access to and involvement in relevant networks:** The networking capacity of FGG members and their partners is highly valued and demonstrated by their ability to fruitfully collaborate and complement each other in the FGG Alliance. Still they aim to expand their networks, amongst others with rather 'different-minded' organisations, organisations at other levels, more organisations in the same areas of work (thematically and geographically) and organisations in the wider network of the FGG Alliance. Another noteworthy capacity development

need is the wish to continuously seek complementarity and make sure that different parts of the network stick to their 'core business' and collaborate with others that can fill the gaps.

5.4. Other types of capacity

- **Capacity to provide capacity development support:** FGG partners highlight their capacity to provide capacity development support to communities, grassroots organisations, NGOs, trade unions et cetera. Capacity development needs concern the wish to strengthen this capacity, better train partners, member groups and fellow advocates, and better informing external parties. Capacity development materials and guidelines are considered necessary for strengthening this capacity.
- **Gender:** Although some FGG members and FGG partners highlight their gender sensitive approach and knowledge, this is generally seen as a major area for improvement, as both the questions 'by whom' and 'for whom' capacity development efforts are made appear difficult to answer at this stage.
- **General organisational capacity:** General organisational capacity is first and foremost seen as a desired capacity.³ Capacity development needs relate to finances and financial administration and management (also preparing for leaner times ahead), acquiring knowledge on project management tools, planning, monitoring, evaluation, and impact documentation, and human resources, combined with the necessary basic infrastructure.
- **Communication:** FGG members and their partners express a need to strengthen their communication capacity. They wish to develop communication strategies and digital campaigns (e.g. using online petitions, twitter et cetera); improve social media use; better engage with media (e.g. presentation skills); enhance transparency; and develop appealing, informative and inspiring information for different audiences.

6. CONCLUSIONS AND FOLLOW-UP

This baseline of mutual capacity development sheds light on the extensive and wide range of capacities and mutual capacity development in the FGG programme. Different FGG members and partners have different capacities, often complementary, and therewith form a comprehensive network of almost 400 organisations of different natures and backgrounds, jointly pursuing a socially just, inclusive and environmentally sustainable world.

While significant capacity is already present among FGG members and their partners, there is also room for improvement. The FGG programme is therefore geared towards strengthening advocacy, research and networking capacity through mutual capacity

³ The fact that FGG members and FGG partners have barely mentioned general organisational capacity as a current capacity might be an example of 'fish not knowing they're in the water' – experience with these organisations has shown that many of them actually have great organisational capacities, but they are not necessarily aware of this, as they might simply be used to their level of organisational capacity.

development. This implies that capacity development is an iterative, joint process in which both FGG members and their partners both contribute to and benefit from.

The FGG Alliance has committed to developing and organising mutual capacity development and to better operationalising the term in itself, while monitoring progress over time. In follow-up to this baseline, FGG members will internally reflect upon the meaning of mutual capacity development for their own organisation in view of the FGG Alliance and Strategic Partnership with the Netherlands Ministry of Foreign Affairs. Also at Alliance level, efforts will be made to better demonstrate the immense value of mutual capacity development for FGG members and their partners, up to the grassroots the Alliance aims to strengthen. The baseline study serves strategizing and planning purposes, further shaping mutual capacity development in the FGG programme.

Monitoring progress will be done through empirical, inductive methodologies, aiming to identify the most valuable outcomes of mutual capacity development in the FGG programme, as perceived by FGG members and FGG partners. The exact methods are yet to be discussed and agreed upon by both FGG members and their partners. Monitoring on the basis of this baseline will do justice to the wide variety of FGG members and partners, types of partnerships, and types of capacity sought and gained; and allow for an analysis of contribution of FGG members and partners to each other's capacity.

Mutual capacity development for lobby and advocacy on corporate conduct, trade and investment, and financial and tax systems is admittedly no easy task. Meanwhile, the baseline confirms the FGG Alliance's conviction that both members and partners have valuable contributions to make to each other's capacity and the FGG Alliance as a whole.

Annex I - Common ground between Ministry and FGG categories for capacity development

Putting the ‘FGG categories’ of present and desired capacity next to the categories adhered to by the Dutch Ministry of Foreign Affairs, there can be observed significant overlap:

MINISTRY CATEGORIES	COMMON GROUND	FGG CATEGORIES	
Ability to develop lobby and advocacy strategies	For FGG members and partners, developing lobby and advocacy strategies is one dimension of lobby and advocacy capacity. This however also includes the actual capacity to contribute to agenda-setting and policy change, e.g. by participating in decision-making processes.	Ability to lobby and advocate	Advocacy
Ability to relate to constituency	Connecting and mobilising other organisations, grassroots and communities is perceived to be an element of advocacy in the FGG Alliance. The Ministry’s category ‘legitimacy’ (ability to relate to the constituency) is slightly touched upon by the FGG Alliance’s category of ‘connecting and mobilising’, which concerns amongst others mobilising grassroots and communities. Still FGG members and their partners argue that their legitimacy is primarily (though not only) derived from their expertise and reputation.	Connecting and mobilising	
Ability to adapt and adjust – adjust strategies and interventions depending on context	Key to lobby and advocacy is the ability to respond to changes in the external environment, urgencies and momentums. This category is therefore included as ‘the ability to adapt to changing circumstances’. The Ministry’s category of ‘the ability to adapt and adjust’ seems to be rather similar.	Ability to adapt to changing circumstances	

Ability to develop lobby and advocacy strategies – evidence-based: access to knowledge and information sources	For FGG members and partners, extensive content knowledge is key to both strategizing; and credibility and legitimacy as reliable and strong organisations, among allies and lobby targets. This category, ‘extensive knowledge’, relates to the Ministry’s category ‘evidence-based: access to knowledge and information sources’.	Extensive content knowledge	Research
Ability to develop lobby and advocacy strategies - conduct context, actor, power analyses	For FGG members and partners, effective lobby and advocacy is built upon sound research and ample expertise. Therefore we have included extra categories for capacity (development), which indicate the ability to carry out sound research and access relevant information and expertise. This relates to the Ministry’s category ‘conduct context, actor, power analyses’, though the FGG Alliance’s category is somewhat more encompassing, also including other types of research.	Research capacity, including access to useful information Research capacity and expertise	
Capability to relate to other organisations	Networking is core to the FGG Alliance. Access to and involvement in relevant networks is therefore an important category, which is rather similar to the Ministry’s category of ‘the ability to relate to other organisations’.	Access to and involvement in relevant networks	Networking
Ability to engage in decision-making processes	Whereas participating in decision-making processes is for many FGG members and partners part of their ability to lobby and advocate (and of the en-/disabling environment), their access to ‘influencers’ and decision-makers is considered a separate capacity; a combination of lobby and advocacy, and networking capacity. This is reflected in the Ministry’s category of ‘the ability to engage in decision-making processes’.	Access to private sector, decision-makers and media	

-	An additional category in the context of the FGG programme is FGG members' and partners' ability to provide capacity development support to other organisations. This is considered key in creating a critical mass and adequate representation of civil society for policy change. No Ministry category seems to cover this FGG Alliance category.	Capacity to provide capacity development support	Other
Ability to relate to constituency	The FGG Alliance has identified gender as a major learning area. This is not directly linked to any of the Ministry's categories, though it might be related to the Ministry's category of 'the ability to relate to constituency', as both men and women are part of the constituency of FGG members and their partners and should therefore both be equally addressed.	Gender	
General capacity development	The FGG Alliance's category of 'general organisational capacity' seems to be the same as the Ministry's category of 'general capacity development', though for the FGG Alliance, this category also includes capacities related to e.g. monitoring and evaluation, which is in the Ministry's categorisation put under 'the ability to adapt and adjust'.	General organisational capacity	
-	Communication is a capacity that is of high importance for reaching out to the general public (especially for campaigning purposes), allies and lobby targets. No Ministry category seems to cover this FGG Alliance category.	Communication	

Annex II - List of FGG members and partners consulted

No.	Name	Located in	LLMIC
1.	ActionAid Bangladesh	Bangladesh	
2.	ActionAid Cambodia	Cambodia	
3.	ActionAid International	UK	
4.	ActionAid Kenya	Kenya	
5.	ActionAid Mozambique	Mozambique	
6.	ActionAid Nederland	Netherlands	
7.	ActionAid Uganda	Uganda	
8.	ActionAid Zambia	Zambia	
9.	ActionAid Zimbabwe	Zimbabwe	
10.	Afreviewatch	DRC	
11.	Amrta	Indonesia	
12.	Asociacion Madre Tierra (AMT)	Honduras	
13.	Bangladesh Independent Garment Workers Federation (BIGWF)	Bangladesh	
14.	Bangladesh Independent Garment Workers Union Federation (BIGWUF)	Bangladesh	
15.	Bangladesh Revolutionary Garment Workers Federation (BRGWF)	Bangladesh	
16.	Both ENDS	Netherlands	
17.	Cambodian Centre of Human Rights (CCHR)	Cambodia	
18.	Catholic Diocese of Ndola	Zambia	
19.	Center for Bangladesh Studies (CBS)	Bangladesh	
20.	Centre for Human Rights and Civic Education	Kenya	
21.	CESTA (Friends of the Earth El Salvador)	El Salvador	
22.	Cividep	India	
23.	Clean Clothes Campaign	Netherlands	
24.	Environmental Rights Action (ERA)	Nigeria	
25.	Focus on the Global South	Philippines	
26.	Free Trade Zones & General Services Employees Union (FTZ&GSEU)	Sri Lanka	
27.	Fundeps	Argentina	
28.	Indonesia for Global Justice (IGJ)	Indonesia	
29.	JA! (Friends of the Earth Mozambique)	Mozambique	
30.	LASPNET Uganda	Uganda	
31.	Madhyam	India	
32.	Milieudefensie/Friends of the Earth International	Netherlands	
33.	National Garment Workers Federation (NGWF)	Bangladesh	
34.	Núcleo Académico para o Desenvolvimento da Comunidade (NADEC)	Mozambique	
35.	Panduring	India	
36.	Pengon (Friends of the Earth Palestine)	Palestine	
37.	Probioma	Bolivia	
38.	REDES	Uruguay	

39.	Samdhana	Indonesia	
40.	Seatini	Uganda	
41.	SOMO	Netherlands	
42.	Transnational Institute (TNI)	Netherlands	
43.	WALHI (Friends of the Earth Indonesia)	Indonesia	
44.	WFFP	South Africa	
45.	Zimbabwe law Association (ZELA)	Zimbabwe	