PARTNERSHIP AGREEMENT
BETWEEN

FINN CHURCH AID AND
MINISTRY FOR FOREIGN AFFAIRS
OF FINLAND

ACTION PLAN FOR THE USE OF FUNDS
2015-2017

Contents

INTRODUCTION

This document defines the partnership agreement and the Action Plan for Use of Funds and subsequent Funding Agreement between Finn Church Aid (FCA) and the Ministry for Foreign Affairs of Finland (MFA) for the years 2015-2017. It is based on Finn Church Aid's strategy for the years 2013-2016 and the Programme Guidance and Country Programmes 2013-2016 derived from the strategy. FCA also conducted a revision of the Programme objectives and indicators for the years 2015-2017 in order to ensure a more holistic programme approach and improved monitoring of the objectives.

This Plan for the Use of Funds 2015-2017 is divided into three parts. The first part presents the overall strategic directions, guiding principles of the FCA programme and FCA as an organisation. The second part defines the programme objectives and their indicators and also outlines the contextual application in the Regional Programmes. Regional Programmes' objectives are attached to the plan (annex 2).

The third part includes the management and support mechanisms of the FCA Programme. Finally, annexed is the budget presenting the proposed allocation of the MFA funds for the years 2015-2017 (total MFA funding EUR 28,200,000 and FCA own share) among the 18 FCA Country Programmes. FCA's own funding covers a minimum of 15% of the Programme budget. The level of FCA's own funding varies in each Country Programme. The detailed budget for the year 2015 (MFA funding EUR 9,200,000), divided into projects, will be submitted to the MFA by the end of October 2014.

MFA partnership agreement funds are sought for funding parts of the FCA programme and FCA will provide annual reports on the whole programme and specific country programmes regardless of the funding source. However, more specific definitions, including project descriptions will be submitted to the MFA annually. The annual definition for 2015, along with the project descriptions, will be submitted to the MFA by the end of October 2014.

PART I WHAT IS FINN CHURCH AID

1   FCA vision and values

In its strategy for 2013-2016 FCA has defined itself as follows:

Mission

Action for human dignity

Vision

We change the world through support for people in the most vulnerable situations.

We believe that local communities find the most sustainable solutions to the challenges in their own contexts. Finn Church Aid (FCA) will contribute to positive change by supporting people in the most vulnerable situations within fragile and disaster-affected areas. We specialise in supporting local communities in three priority areas: the right to peace, livelihood and education. We aim to become a global leader in supporting peace work in traditional communities and a strong actor within ACT Alliance's network in issues related to livelihood and education. We enhance our programmes through global advocacy.

Values

Unconditional love for our neighbours: We promote human rights for all and regard all human beings as equals. We trust our partners and learn together. We embrace diversity and create connections between people who think in different ways.

Unyielding hope: We are committed to working collaboratively and consistently to achieve our long-term goals. We take joy in progress and are not disheartened by setbacks.

Courage: We work courageously for change. We dare to question established practices and call for re-evaluation of power structures where needed.

Respect: We respect each other and our different beliefs. We respect the communities we work with. We value the resources given to us and use them in a cost-efficient and transparent manner. We strive for mutual learning with our partners.

Identity

FCA is a faith-based organisation with more than 60 years of experience in aid work. We carry out development cooperation, humanitarian assistance and advocacy work on behalf of the Evangelical Lutheran Church in Finland. The Christian tradition of compassion and social justice guides us to reach out to the poorest, promote peace and ignite civil society advocacy. We treasure the different backgrounds and beliefs of our staff and partners. FCA is a member of ACT Alliance and is committed to working in close cooperation with its ecumenical and faith-based partners and promoting interfaith cooperation in aid and advocacy work.

FCA is a rights-based actor. Our action is guided by international human rights standards and principles. Equality, non-discrimination and accountability are at the core of our work. FCA believes that sustainable change requires tackling the root causes of inequality and non-

realisation of human rights and working with both rights-holders and duty-bearers. As a rights-based actor, FCA's role is to facilitate dialogue and accountability between the two.

2 Guiding principles

The FCA strategy gives as the main goal an integrated organisation, where programme work is seen holistically and FCA, with all its present diversity, is seen as one entity based on the same approach and values. The international work of FCA through its country programmes will reflect these principles and a series of cross-cutting issues that will be integrated into the programme work. The scope and focus of the international programme is presented in detail in Part II.

FCA is committed to a rights-based approach
Rights-based approach is a conceptual framework concerning the process of development. Our approach matters, because it affects the way we understand the causes and dynamics of poverty and humanitarian crises, and determines our strategies to tackle with them. The basic principles of RBA are outlined in the "Rights-based approach – Principles for FCA programme work policy document.

Our main objective is to promote the enjoyment of human rights without discrimination. FCA's way of working is based on international human rights standards and principles. The principles are: participation, accountability, non-discrimination and equality, empowerment and link to Human Right standards (PANEL-principles). In practice, this means advancing equality and focusing on the rights of the most vulnerable, tackling the root causes of human rights violations, empowering right-holders to exercise and claim their rights and enabling duty-bearers to meet their obligations. The role of development and humanitarian organisations is to facilitate dialogue, trust-building and increasing accountability between the two.

The cross-cutting issues
FCA programme work mainstreams gender equality, conflict sensitivity and climate change risk adaptation. The themes are integrated in all FCA's international work and partner collaboration in development cooperation, humanitarian aid and advocacy. The themes ensure that our work is adapted with a balanced and integrated approach, aiming to create sustainable change in development situations. We maintain good preparedness and are able to respond to natural or man-made disasters whenever needed and are capable to do advocacy to challenge structural injustice effectively, efficiently and in an accountable manner.

Gender equality is a crucial human rights issue, and a prerequisite for achieving our strategic goals. Recognition of the need to mainstream gender perspective into all of our work is outlined in "Gender Equality – principles for FCA Programme work" policy document.
To ensure that we promote gender equality and meet the different needs of men and women, we must always assess the impact of our work on men and women and to what extent it has an impact on gender equality. This means paying special attention to the different roles and opportunities women and men have and what kind of different constraints they face. Our work should never create further inequality in the society. Targeted efforts will be made to increase the use of sex-disaggregated data and sophisticated gender analytical tools throughout the project management cycle. Equal and diverse participation of both women and men, integrating their views, will be part of all support given, but also a cornerstone in all the internal policies, guidelines and practices of the whole organisation.

Similarly to gender perspective FCA has compiled guidance for "Climate mainstreaming approach and tools". We constantly encourage our partners to utilise the tool and support them to identify potential climate risks and/or adaptation opportunities and how to take climate change into consideration in programming and project planning. DRR and enhancing the resilience of communities is integral part of FCA programmes in climate change vulnerable contexts.

FCA continues to integrate conflict sensitivity approach as a cross-cutting theme in all operations and by specially targeted efforts when operating in conflict prone areas. Conflict sensitivity means that we understand the context we are working in and the interaction between our work and the context. We aim to act based on this understanding in order to avoid negative impacts and maximise positive impacts.

FCA works in Disaster-Affected and Fragile Contexts
FCA focuses its activity within disaster-affected and fragile contexts. Fragility refers here in a broad sense to states and administrative areas that fail to provide basic services to people because of unwillingness or inability to do so. Disaster-affected and fragile contexts pose the gravest threat to human dignity and realisation of human rights. It is in these situations where the obstacles to rights-holders' ability to successfully claim their rights are greatest and where duty-bearers are most likely to fail in providing due accountability towards the local communities. It is in these contexts and countries that the impact of FCA's support is bound to have the greatest impact.

3 Strategic themes

3.1 Right to Livelihood (R2L)

For delivering impact in each specific context, FCA livelihoods programming is based on livelihoods analyses that explore both the causes of poverty and vulnerability and the opportunities for inclusive and sustainable livelihoods development. Duty bearers play a crucial role, given their position to support the realisation of rights by addressing contexts and structural problems that impede sustainable livelihood options and outcomes for disadvantaged.

In FCA's programme, rural orientation remains prevalent, but there is a clear shift from mainstream agriculture towards rural livelihoods diversification and from smallholder income generation to agro-based business growth benefiting the poor. The global objectives have been chosen accordingly. Producer cooperatives providing negotiating power along with improved productivity, appropriate technology as well as access to markets, and finance and rural on and off farm entrepreneurship supplemented by grassroots micro-finance are at the core of FCA livelihoods programming. Socio-economic empowerment and enterprise of women will receive special attention in all of our operating areas.

Disaster preparedness and building communities' resilience to man-made and natural livelihood shocks is traditionally an integral part of FCA programmes. It will be further strengthened globally, and the readiness to humanitarian response will be actively maintained in disaster prone countries.

3.2 Right to Education (R2E)

Right to Education (R2E) is a new thematic focus area in FCA. In the thematic work the main objectives are 1) strengthened quality of education, 2) increased employment possibilities through skills training and vocational training, 3) safe and secure learning environments as well as 4) community´s ownership in education. FCA´s R2E work and the strategic choices apply to development cooperation, to humanitarian assistance (education in emergencies) and to advocacy work, even though projects related to provision of temporary and other learning spaces are mainly implemented through education in emergencies response. Linkages to other strategic themes have been realised in particular through vocational and skills training with strong link to employment possibilities as well as through peace education.

FCA has supported both affected communities (target groups: women and youth, girls and boys, especially youth in need of second chances) to claim their rights as well as the duty-bearer (e.g. the state) especially in situations of acute disasters and in fragile situations.

3.3 Right to Peace (R2P)

For FCA, the final goal of all of its interventions is human dignity and human rights for all. Sustainable peace therefore means more than the absence of violence; rather it views 'peace at large' as a comprehensive fulfilment and respect for human rights.

FCA's work on Right to Peace (R2P) will channel its actions especially to countries in fragile situations, with the local conflict context often being the starting point of interventions. It also recognises the role of governments in fragile situations, especially transitional governments, for conflict transformation. FCA continues to become an internationally recognised actor in peace work in traditional communities and among religious leaders.

The peace theme is focused on the accountable duty bearer, empowered and protected rights holders, and an enabling religious dimension for peace work. Working analytically with religious and traditional leadership will on one hand help develop national formal and informal peace support structures, while at the same time on the other hand avoid oversimplifying conflict transformation. Human rights, peace building, mediation and reconciliation share a common goal of stopping abuses and ensuring the existence of stable, peaceful societies based on the rule of law and democratic institutions.

4   Modalities of Work

FCA is committed to Linking relief, rehabilitation and development (LRRD) continuum, from acute humanitarian crises to long-term development. The work is carried out by means of development cooperation, humanitarian assistance and advocacy work, which are all equal ways of working.

Development cooperation
The goal of development cooperation is the empowerment and increasing resilience of communities. The communities are involved in and have an influence on decisions related to development activities that will affect them. FCA works in development cooperation mainly through partners, both church related and secular organisations that are rooted in the societies they work in.

According to the rights-based approach, which FCA is committed to, people are active agents of change towards the fulfillment of their rights in different disaster-affected and fragile contexts and faced with multiple challenges posed by poverty, conflict and lack of opportunities. Through development work implemented together with our local partners (see section 6.1) and local communities, FCA aims at supporting the process of empowerment of the poorest and most vulnerable women and men in their struggle to improve their living conditions, be able to recognise and claim their rights and to hold the duty bearers accountable. This work is aimed to make life more secure, to support human dignity and self-respect, and to create a more equal and peaceful society where everyone has access for safe livelihood and education as well as prospects for better life. FCA is committed to the Finnish development cooperation policy as well as the UN millennium development goals and the post-2015 agenda.

Advocacy

The goal of FCA's advocacy work is to create public awareness of the problems facing developing countries, and to dismantle the structures that produce poverty, discrimination and non-realisation of human rights. Advocacy work is integrated in all work of FCA as part of a holistic approach. FCA's advocacy work is based on local programme work and aims to improve the position of the most vulnerable people in a sustainable manner and to strengthen the voices of local communities.

As a rights-based actor, FCA does not only support rights-holders, but also works with duty-bearers. The aim on one hand is to advocate towards duty bearers and build their capacities so that they meet their obligations in realisation of human rights. On the other hand the objective is to promote dialogue and accountability between rights holders and duty bearers.

Advocacy is also rooted in the FCA identity as a faith-based organisation. FCA shares the vision of diaconia, which means advocating for and with people in the weakest positions in society.

States are the primary duty-bearers responsible for the human rights of their citizens. In addition, relevant duty bearers for FCA advocacy include local decision-making structures, international community as well as Finnish government. Additionally, the role of "moral" duty-bearers (the people/institutions that have power or authority over other people´s rights) is important.

FCA divides its advocacy efforts into three different levels:
- In programme countries, FCA provides support to advocacy initiatives for local partners by means of awareness raising, empowering and capacity building. Direct advocacy at country level is mainly done through partners and networks. In selected country programmes FCA is also involved with direct country-level advocacy work.
- At the international level, FCA advocates the international community (e.g. EU, UN) and opens spaces for its local partners to get their messages to the international level. The aim is to link local partners with international actors and thus to bring grass root level voices into the international arenas.
- In Finland, campaigning and awareness raising are in the core of advocacy work in addition to collaboration with domestic and international advocacy networks.

FCA´s international advocacy allies include e.g ACT Alliance, APRODEV, WCC, LWF and the UN Mediation Support Unit. In Finland FCA cooperates among others with Kepa, Kehys ry, the Development Policy Committee, the Friday group (a sub group of the Population and Development group by the Parliament of Finland) 1325-network (UN SCR 1325 Women, Peace

and Security) and is a member of KIOS (The Finnish NGO Foundation for Human Rights), IONK (Kansainvälisten ihmisoikeusasiain neuvottelukunta - Advisory Board of International Human Right Issues) and Finnwatch. Additionally, there are variety of partners and networks, which are linked with specific regions or themes.

Humanitarian aid
FCA's humanitarian aid aims to provide essential life-saving interventions to affected populations in natural and man-made disasters. FCA's humanitarian aid is based on and follows humanitarian principles like Code of Conduct, neutrality and impartiality. Assistance is given based on needs while recognising the Rights-based approach especially in longer term humanitarian interventions. There is a clear and strong link between humanitarian aid and development cooperation (LRRD). Interventions respond to the identified needs and provide added value through FCA specialisation in the themes defined in FCA's overall programme and strategy.

5   Organisation

Finn Church Aid is a legal entity governed by the legislation in Finland through the Constitution, the Rules of Procedure and the Financial Standing Order.
The highest decision making body is the Board composed of the chairperson and 10 members nominated by the Council for International Relations of the Evangelical Lutheran Church of Finland. The Board appoints the Working Committee for two years at a time. The Board of Directors approves the work plans and budgets on a yearly basis.

The organisation is led by the Executive Director and the work is divided into departments and units. Departments reporting directly to the Office of the Executive Director are the Internal Audit, the Department for International Programme (IPRO), the Cabinet and Secretariat for Network of Traditional and Religious Peacemakers (CABI), the Department for Programme and Organisational Development (PODE), the Department for Communications and Resource Mobilisation (CORE), the Department for Fundraising (FUND), the Department for Finance and ICT (FICT) and the Department for Human Resources and Administration (HRAD). The Director of each Department shall be responsible for the management of the Department. Each Department can include units.

The Department for International Programme (IPRO) led by the Director of International Cooperation, includes two units, the Operational Support Unit (OPS) and the Humanitarian Assistance Unit (HUA). FCA's Regional and Country Offices also operate under IPRO. Regional and Country Offices are the main operational actors and the responsible entity in programme implementation. The offices should have a sustainable portfolio programmatically and financially. Technical support, including fundraising functions should be as much as possible decentralised to the regional level. The main HQ responsibilities are linked to overall strategic leadership, outlining general frameworks and support and coordination functions.

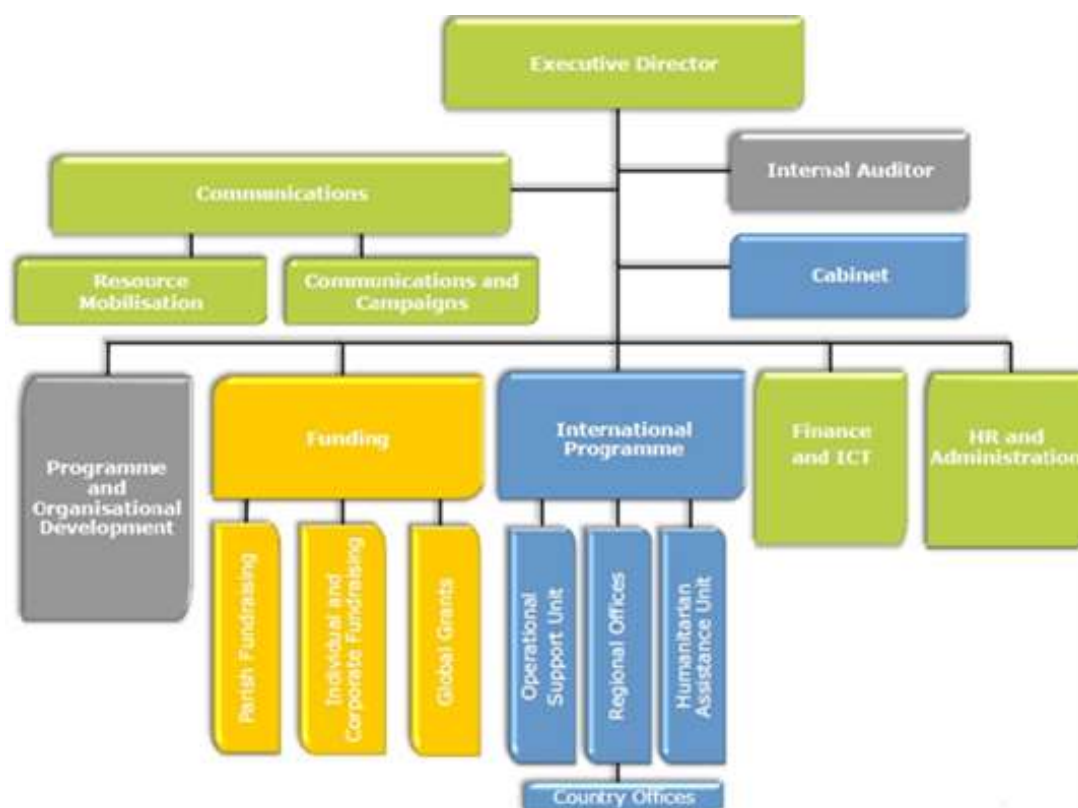Staff within the OPS and HUA team as well as thematic support from PODE (R2L and R2E) and CABI (R2P) contribute to the work but do not have direct responsibilities related to the work implemented by the Country/Regional Offices. The Central America Programme is the only programme managed from the HQ, as FCA does not have presence there and exit from Central America will take place by the end of 2016.

Regional and Country Offices
With its aims for positive, sustainable impact and quality output, FCA focuses on strengthening its presence and office infrastructure in existing programme countries and regions. During the previous strategy period, FCA has made investments in a number of countries and regions. For there to be a positive return on these investments, the operations in these countries will be given time and resources to mature and become stronger. FCA works at the moment through six regional offices and two country offices as well as presence in four locations. The need for new presence will be assessed and discussed for example in OPT, Mozambique and Myanmar during the programme period.

- Asia Regional Office in Phnom Penh, Cambodia – ARO
- Central Africa Regional Office in Goma, Democratic Republic of Congo (DRC) – CARO
- Eastern and Southern Africa Regional Office in Nairobi, Kenya – ESARO.
- Latin America and the Caribbean Regional Office in Port-au-Prince, Haiti – LACRO
- Middle East Regional Office in Amman, Jordan – MERO
- West Africa Regional Office in Monrovia, Liberia – WARO

- Somalia Country Office in Hargeisa, Somaliland – SOCO
- South Sudan Country Office in Juba – SSUCO

- Presence in Nepal, Sierra Leone, South Central Somalia (Mogadishu) and in Central African Republic (CAR)

Regional and country offices will increase visibility and fundraising in their regions and will also provide technical support and expertise in thematic programme development. Offices will ensure adequate resources to each country programme and encourages sharing and learning between country programmes and implementing partners, especially on thematic and cross-cutting issues. Offices will also develop and strengthen strategic partnerships with relevant organisations and institutions in each region.

The planning at organisational level is done annually, and is divided into quarters and reported throughout the organisation. Strategic objectives and how they are fulfilled at the organisational level are looked at in the management team and are reflected in every employee's personal work plan. Both organisational level planning and country programme planning (see part III, section 1) take place at the same time.

6 Partners and Networks

6.1 Working with partners

FCA collaborates with various partner entities. FCA is a member of a global ecumenical network, and works in cooperation with selected partners on local, regional, national and international levels. The mode of these partnerships may vary from strategic partnerships to operational, resource based and institutional partnerships. However, the mode of partnership with an entity is not limited to one modality only.

Local partners and the communities they work with are considered the main actors of the programme work supported by FCA. This is why FCA seeks to cooperate with locally rooted partners, enabling their links to the global networks. The partners may be churches, church related and other faith-based organisations, civil society organisations or other local entities. Even when FCA strives to extend the share of the projects it implements itself, a clear majority of projects supported by FCA are – and will remain – implemented by partners, or partners and FCA together.

FCA is committed to working in partnerships based on mutual respect and accountability, as well as continual improvement. Rather than imposing FCA accountability standards on partners, we aim to share our standards and to facilitate support to the partners. FCA enhances adaption and application of best practices in accountability with partners through a process of selecting partners, partner consultations, partnership agreements, capacity development initiatives and organisational support to our partners, through monitoring partners' work, and through mutual partnership evaluations.

The criteria for the selection of partners are based on the actor's ability to deliver a substantial change in the given environment, organisational capacities, the relevance of partner's expertise, and local rootedness. FCA has set a minimum standard for partnerships, which must be also followed in partnerships with a temporary nature.

In 2012-2014 FCA has improved the process of selecting partners and has invested in capacity building. In the period of 2015-2017 more effort will be made to ensure that FCA quality and accountability standards are broadly applied in projects supported by FCA. The HAP Standard in Accountability and Quality Management (see below) sets specific requirements for organisations working with partners, and FCA strives to incorporate these requirements in its partnership policy and in procedures working with partners. FCA has set out three key objectives for improvements for working with partners, based on the Standard:

- Partnership Memorandum of Understanding (MoU) is introduced and in use in all programme countries. The mutual expectations, working arrangements, and quality and accountability commitments will be agreed in the MoU.
- FCA regularly monitors **partners' compliance of the quality and accountability** commitments that has been commonly agreed.
- Partnerships are regularly evaluated jointly by FCA and the partners.

In addition to CSOs FCA also cooperates with partners such as national, regional or local governments. The challenges of and requirements for working with such partners will be scrutinised when FCA partnership policy and related guidelines are revised.

FCA has launched initial collaboration with few private sector actors. Opportunities for collaboration with the private sector will be strengthened for mutual benefit and added value to the beneficiaries and clients of the programme and activities in the field of development cooperation, as well as investment development in the countries FCA operates in.

6.2 Networks

ACT Alliance
FCA is a founding member and one of the main stakeholders of ACT Alliance (Action by Churches Together). Cooperation within the ACT Alliance has major strategic relevance for FCA in all the fields of humanitarian aid, development work and advocacy. ACT country and regional forums are the principle means of coordinating humanitarian, development and advocacy initiatives in the local context. FCA participates actively in their development and, in this way, works towards a positive impact on the capacity of local actors. Additionally FCA works with ACT Alliance secretariat in Geneva to enhance ACT's capacity on the global level, especially though building joint approaches and policies and in supporting the work of the secretariat by investing in cooperation through ACT Advisory Groups and Communities of Practice. FCA continues to support building ACT Alliance's advocacy work on the global level, focusing especially on UN advocacy. FCA aims to exercise leadership in ACT humanitarian responses. Mutual learning within this frame with sister organisations is of significant importance.

Lutheran World Federation (LWF) continues to be FCA's oldest and by volume the single largest partner in implementing development and humanitarian aid programmes. FCA will cooperate with LWF country programmes in FCA's programme countries. In addition, FCA continues to support selected former country programmes of LWF that have matured to being separate, national organisations with close connections to LWF. FCA continues to support local churches' capacity development especially in the fields of diaconia and advocacy. In addition, FCA works in cooperation with LWF on global advocacy on human rights issues.

World Council of Churches (WCC) is, with its 349 members, the largest global fellowship of Christian churches. In the coming years WCC will work on issues relating to religion and peace. FCA continues to support WCC's programmes in relevant fields, such as relating to peace, human rights and inter-faith dialogue. WCC works together with ACT Alliance to strengthen churches' joint advocacy towards the UN. One of the main features of FCA's cooperation with the WCC is the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI), through which FCA sends human rights observers to Israel and Occupied Palestinian Territories.

FCA is a member of and works with several networks on advocacy issues. On a global level FCA is a member of the Ecumenical Advocacy Alliance. FCA also works through regional networks. Among these, APRODEV, a platform for cooperation for European church-based development organisations works to influence decision-making processes in the European Union institutions in order to promote justice and peace, and the eradication of poverty. FCA participates actively in working groups on Policy Advising, EC and International Funding for Development and Relief, Gender Reference Group, and in specific regional groups related to Central America and the Middle East.

In Africa, FCA works with African Council for Religious Leaders (ACRL). Other regional partners include e.g. Middle-East Council of Churches (MECC), All African Council of Churches (AACC) and Latin America Council of Churches (CLAI).

As a full member of the Humanitarian Accountability Partnership (HAP) FCA is committed to ensuring efficiency and accountability towards all our stakeholders, with priority given to those who are in the core of our work - this is the people we aim to assist.

In Finland FCA is e.g. a member of the umbrella organisation for Finnish civil society organisations Kepa ry, and the Finnish NGDO Platform to the EU, the Kehys ry. We also work together with DIAK (Diaconia University of Applied Studies) and Helsinki Region Interpreting Centre (Helsingin Seudun Asioimistulkkikeskus) in organising cultural orientation trainings for quota refugees in targeted countries before arriving in Finland.

We work in close cooperation with dioceses and parishes of the Evangelical Lutheran Church of Finland, and the Common Responsibility Campaign (Yhteisvastuukeräys). FCA is a member of the Finnish Ecumenical Council.

FCA is one of the Partner Organisations of the Finnish Ministry for Foreign Affairs. FCA also works actively together with other Finnish development actors. In addition we have a cooperation agreement with the European Commission's Humanitarian Office (ECHO).

United Nations: FCA continues the close cooperation with relevant UN agencies and other UN institutions such as the Department of Political Affairs. Focus in Right to Livelihoods, Right to Education and Right to Peace gives a natural ground for building partnerships and FCA aims to formalize its working relation both on global and country level actors. The cooperation includes advocacy, developing thematic areas and innovations as well as funding relationships. Building stronger relationships with UNICEF, UNDP, UNESCO, UNHCR, UNHRD, UN Women and IFAD will be in the focus.

Network of Religious and Traditional Peacemakers: FCA is acting as the secretariat of the Network of Religious and Traditional Peacemakers. The main objective of the Network is to identify and support religious and traditional leaders (RL/TL) that could assist in mediation, conflict transformation and reconciliation efforts. This can best be done by strengthening the cooperation of professional organisations working with them by creating both space for sharing and learning as well as practical mediation support capacity to local level RL/TL's.

Additionally, FCA is in good position to continue to contribute to the New Deal process with offices in several pilot countries (Somalia, DRC, CAR, South-Sudan, Sierra Leone, and Liberia). This provides FCA with an opportunity to contribute to country-level impact and support implementation. This work in combined with other relevant and essential advocacy elements, for example with regard to Right to Peace, initiatives regarding 1325, Post-2015 and other international processes.

UN lead humanitarian reform with the cluster approach is pushing towards working with other INGOs, local NGOs and the UN and donor community at large to develop a coordinated, high quality, accountable response, especially in humanitarian settings. The cluster system is the most important entry point for NGOs in a humanitarian context and therefore of key importance for FCA.

FCA is a member of IASC Education Global Cluster Working Group (ECWG). The ECWG is made up of representatives from 21 organisations working on education preparedness and

response in emergencies and early recovery. FCA is involved in Education Cluster work both at the global and national levels. Education Cluster is co-led by UNICEF and Save the Children.

FCA works closely with the International Network for Education in Emergencies (INEE). INEE is a network of more than 11,000 individual members living and working in more than 170 countries. INEE members are practitioners working for national and international NGOs and UN agencies, ministry of education and other government personnel, donors, students, teachers, and researchers who voluntarily join in the work related to education in emergencies. FCA is co-convening INEE Adolescents and Youth Task Team.

Development banks: During 2015-2017 FCA continues to work and build the partnerships with the various World Bank institutions and Regional Development Banks such as IADB, ADB, AfDB. The cooperation will include thematic collaboration and funding relationships. FCA will also look into possibilities to work with other similar institutions such as Islamic Development Bank.

PART II PLAN FOR THE YEARS 2015-2017

1 Global Programme and Objectives

FCA Global Programme is based on the organisation and programme strategies with a holistic approach. Development cooperation, advocacy and humanitarian aid all contribute to the defined thematic objectives, however, advocacy has also its own objective presented later in this section. We have also defined objectives for capacity building and programme quality.

The Global Programme constitutes of regional and country programmes which again include projects. During 2015-2017 FCA aims to decrease the number of projects and incorporate those to larger entities planned together with our local partners. Project descriptions and detailed budget for the next year will be submitted annually to the MFA by the end of October.

The thematic global programme objectives are presented in the following section. Objectives, their sub-objectives and indicators given in black are monitored globally, while those in blue colour are optional or context specific and will be monitored at regional and country programme levels. Country Programmes may have also added context specific objectives or sub-objectives. Thus the final set of objectives, sub-objectives and indicators of each country programme varies. The tables of objectives for Regional Programmes (incl. country programmes) are in annex 2.

1.1 Thematic Programme Objectives

Right to Livelihood: Global objectives

In the 2013-16 Strategy of FCA, Right to Livelihood specifically encompasses the access to and control over productive resources including the right to land and water, issues related to markets as places where goods and services are traded, and recognition of the fact that participation in markets requires education, skills and capital often in the form of credit. FCA

also promotes local and national duty bearers' commitment and capacity to address the structural problems affecting the livelihoods of the poor.

FCA develops the capacities and opportunities for viable, profitable enterprise and decent employment of poor women, youth and the landless. We adopt a business approach to small holder agriculture and promote cooperatives, enabling farmers to produce and deliver surplus to the market once their food and subsistence needs have been met. Skills upgrading, both for production and for business, is an integral part of all livelihood programmes. In fragile contexts, FCA also works to strengthen the resilience of communities and their livelihoods to natural and man-made disasters and the negative effects of climate change.

R2L global programme objectives are:
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development
2. Communities participate in dialogues promoting improved legislative and policy framework for sustainable livelihoods
3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways

Objective	Sub-objective	Indicator	Means of verification
1 **Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development**	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing	1.1.1 Percentage of households earning incomes above the national poverty line, % change	Household survey Baseline, midline, endline National (regional) statistics
		1.1.2 Percentage change in the annual income flows of the households	Household survey Baseline, midline, endline
2 **Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods**	2.1 Communities have a voice in R2L processes and policy formulation at different levels	2.1.1 Number and type of interactions for sharing research and evaluation findings and recommendations with duty bearers at different levels from local to international	FCA documentation: CPAPs and plans, records of meetings, seminars, conferences etc Partner's monitoring reports: records of meetings, seminars, conferences etc. Media coverage
		2.1.2 Number and type of joint initiatives and other forms of collaboration with key R2L actors at different levels from local to international	Partner's plans and monitoring reports with records of meetings, seminars, conferences FCA documentation: meetings, seminars, conferences Media coverage
		2.1.3 Number of partners and community based organisations facilitated to participate in processes and advocacy initiatives related to inclusive R2L at different levels from local to international	Partner/CBO's plans and monitoring reports with appropriate records of participation, gender disaggregated FCA documentation: CPAPs, advocacy/campaign plans, records Publications, campaign materials, opinion papers etc. Assessments of the results of participation / stakeholder interviews
3 **Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways**	3.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources	3.1.1 Number and type of community based structures for promotion of sustainable livelihoods established and functioning	Partner's monitoring reports with records of activity (registration documents, constitutions, records of meetings, activity/contingency plans, performance assessments etc. depending on the structure) (Baseline, midline, endline)
		3.1.2 Number and size of enterprises	Partner's monitoring reports with records of economic activity

		(micro/small) established by women and men	(premises, products, book-keeping/sales etc) R2E vocational training follow-up reports (Baseline, midline, endline)
		3.1.3 Number of women and men employed	Partner's monitoring reports with appropriate records R2E vocational training follow-up reports (Baseline, midline, endline)
	3.2 Women and men have equal access to productive assets and markets	3.2.1 Number of women and men facilitated to access improved, context-specific assets by type	Partner's monitoring reports with appropriate records depending on type Observation
		3.2.2 Women and men trained in on-farm, off/non farm productive skills and in business skills (not reported under R2E)	Partner's monitoring reports with training plans/programmes, lists of participants, records of attendance
		3.2.3 Small holder women and men producing surplus over household consumption and selling it in the market	Partner's monitoring reports with records of production and sales Observation of markets (Baseline, midline, endline)
		3.2.4 Number of communities adopting economically and environmentally sustainable, context-specific practices by type	Relevant assessments made Partner's monitoring reports Stakeholder interviews
		3.2.5 Number of communities facilitated to have improved access to markets	Partner's monitoring reports with appropriate records Stakeholder interviews
		3.2.6 Number of communities having improved access to context-specific extension and advisory services	Partner's monitoring reports with appropriate records Stakeholder interviews

Right to Education: Global objectives

During FCA's strategic planning process to determine FCA's Right to Education objectives, it became clear that the same challenges that have been described in many global reflections and debates for Post-2015 education agenda can been seen in FCA's education work as well. Access to more than primary education should be offered, the need to increase attention to quality education and in particular to learning should be in the core of the agenda. Education needs to been seen as a goal as such, as a right in itself, and at the same time as a means to other goals. FCA is working e.g. on providing better employment and livelihood opportunities and more stability to fragile communities through education.

R2E global programme objectives are:

1. Communities have equal and uninterrupted access to education through education / education in emergencies projects

Especially improving educational opportunities of the most vulnerable, for example through second chances education is in the core of the R2E strategy. Access to education at all levels in FCA programmes is measured in primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programmes (formal or non-formal disaggregated by vulnerability factors and gender).

Through preparedness planning at different levels FCA aims to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted.
FCA aims to get visibility to education access challenges through joint initiatives and other forms of collaboration at national, regional and global level with Education actors (e.g. UN agencies, Education Global Cluster, INEE, ACT Alliance and other Education Partners).

2. Quality of education is improved

To improve quality of education FCA aims to provide learning environments that are secure and safe and promote protection and well-being. Quality of teaching is improved especially through teacher training (e.g. Teachers without Borders Initiative) and by making sure that communities are involved in ensuring quality education. National education systems will also be strengthened.

Objective	Sub-objective	Indicator	Means of verification
1 **Communities have equal and uninterrupted access to education**	1.1 Communities have access to education through education / education in emergencies projects	1.1.1 Number and type of projects improving educational opportunities of the most vulnerable, e.g. second chances. The most vulnerable groups are identified through assessment.	Project plans and reports CPAPs Context analyses Thematic assessments
		1.1.2 Number of beneficiaries have access to education: primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programs (formal or non-formal) (disaggregated by vulnerability factors and gender)	School enrolment/attendance records Completion records MoE statistics
		1.1.3 Existence of different types of preparedness plans (e.g. FCA programme level /FCA project level/school and community level plans) to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted	Copies of finalized preparedness plans
	1.2 Advocacy issues based on context specific needs are identified and addressed	1.2.1 Number and type of advocacy initiatives (note: access and quality of education)	Project plans and reports Minutes of the consultation meetings organised with different stakeholders Newspaper articles, broadcasts in media
		1.2.2 Type of changes in policies	Ministry of Education decisions, meeting minute; Advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper;

			Reports of national education strategies and plans
		1.2.3 Positive changes in practices	Interviews (community level, school level, local level)
	1.3 Greater impact achieved through coordination and collaboration	1.3.1 Number and type of joint initiatives at regional and country level with Education actors (e.g. UN Agencies, Government, MoE, National Education Cluster, ACT Alliance, Education Partners)	Project plans and reports Minutes of the consultation meetings organised Newspaper articles, broadcasts in media
		1.3.2 Number and type of joint initiatives (e.g. advocacy, support to stand-by mechanism) and other forms of collaboration at global level with Education actors (e.g. UN agencies, Education Global Cluster, INEE, ACT Alliance, Education Partners)	Plans and reports Minutes of the consultation meetings organised Deployment decisions Articles, broadcasts in media and other products
2 **Quality of education is improved**	2.1 Learning environments are secure and safe and promote protection and well-being	2.1.1 Number and type of learning environments established (temporary learning spaces, semi-permanent and permanent schools constructed, schools rehabilitated)	Field monitoring reports, project reports Photographs Observations
		2.1.2 % of learning environments with adequate quantity of education materials/kits and school furniture	Field monitoring reports, project reports Photographs Observations Distribution lists
		2.1.3 % of learning environments with adequate services e.g. water and sanitation (clean water, male and female latrines), psychosocial support, peace education, child protection, referral systems, school feeding	Field monitoring reports, project reports Photographs Observations Interviews Annual Reports of the Institutes
	2.2 Quality of teaching is improved	2.2.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes, e.g. psychosocial support, child protection, peace education, life-skills) (note: type of teacher training includes both pre-service and in-service teacher training)	Teacher Training records, attendance lists Plans and Reports Training Evaluation
		2.2.2 Number of teachers trained (disaggregated by gender)	Teacher Training records, attendance lists Plans and Reports Training Evaluation
		2.2.3 % of female teachers and female staff	Statistics

		2.2.4 Number and % of students who graduate (disaggregated by gender)	Statistics Completion Records
		2.2.5 Number of graduates employed within a year (disaggregated by gender)	Follow-up reports
		2.2.6 Number and type of initiatives to link learning to earning	Project plans and reports Observations Annual Reports of the Institutes
		2.2.7 Number and type of capacity support provided (note: Teachers without Borders -volunteers or other education specialists e.g. from the roster recruited)	TwB statistics Roster statistics Reports
	2.3 Communities are involved in ensuring quality education	2.3.1 % of TSLs / schools have PTAs, School Management Committees or Community Committees for Education to ensure community participation, commitment and ownership	Project reports Meeting minutes Attendance lists
		2.3.2 Number and type of trainings organised for community members and local authorities in relevant skills (e.g. participation, management and good governance, disaster risk reduction and disaster preparedness)	Attendance lists Training Agendas Training Evaluations Project reports
		2.3.3 Type of new initiatives initiated by communities and/ or parents	Interviews Meeting minutes Reports Newspaper articles
	2.4 National education systems is strengthened	2.4.1 Number and type of capacity support provided to educational authorities	MoUs signed Plans and Reports Consultation meeting minutes Training agendas and evaluations Reports from the deployments
		2.4.2 Type of new initiatives which are implemented in relevant levels	MoUs signed Plans and Reports Consultation meeting minutes Broadcasts in Media, Articles
	2.5 Quality standards applied in education projects and FCA programming	2.5.1 % of education projects which meet INEE Education Minimum Standards and/or minimum construction standards or other quality standards (INEE, Sphere, Government)	Monitoring visit Reports Midterm Reviews Evaluations
		2.5.2 Number of midterm reviews and evaluations	Midterm Reviews Evaluations

Right to Peace: Global objectives

The peace theme is focused on accountable duty bearers, local communities as empowered rights holders, and an enabling religious dimension for peace work. These three elements of the theme are also reflected in the structure of the objectives and sub-objectives.

R2P global programme objectives are:

1) Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focusing on the respect for human rights.

More concretely, communities will have applied inclusive conflict mediation and reconciliation mechanisms. Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level. FCA will especially work on community mediation mechanisms, reconciliation processes in order to increase capacity for peaceful conflict transformation and to reduced tensions.

2) Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience

On one hand the programme aims at duty bearers on national and sub-national have been strengthened to support citizens in the non-violent resolution of conflicts. Conflict resolution is not only a question of capacity and ability, but also of will and commitment. Therefore, on the other hand, duty bearers need to have increased willingness to engage different political and societal actors in the prevention of violent conflict and reduction of tensions. Both increased capacity and willingness will be measured through the quality and existence of relevant peace support mechanisms and institutions.

3) Religious and traditional leaders are positively contributing to conflict prevention, mediation, conflict resolution and reconciliation, while promoting and respecting human rights

Here the programme focuses both on capacity and action. Increased capacities of religious/traditional leaders to contribute to conflict prevention, mediation, conflict resolution and peace as well as promote human rights will not be sufficient alone, but they need to also demonstrate their special intermediate role in peace processes, for example through prevention of open violence. Increased capacity will be indicated through active participation in training activities, however, essential is also to measure putting learning into action, through numbers and quality of religious and traditional leader contributions to specific conflict transformation processes.

Objective	Sub-objective	Indicator	Means of verification
1 **Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focusing on the respect for human rights.**	1.1 Communities have applied inclusive conflict mediation and reconciliation mechanisms	1.1.1 Number of interventions using community mediation mechanisms	Partners' reports New initiatives/projects functional Project documents Training reports Data from community leaders and members Monitoring and evaluation reports Reconciliation meeting minutes
		1.1.2 Number of reconciliation processes that communities have been contributing to	
		1.1.3 Number of cases, in which community mediation mechanisms have reduced tensions.	

	1.2 Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level	1.2.1 Number of community representatives from different countries / districts / prefectures invited to specific peace support structures, disaggregated by gender	Partners' reports Partners' quarterly/monitoring reports Project evaluation Media reports
		1.2.2 Number and quality of recommendations produced by community members	
		1.2.3 Frequency of participants participation in peace support processes (number of meetings attended / number of meeting organised)	
2 **Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience.**	2.1 Duty bearers on national and sub-national level have been strengthened to support citizens in the non-violent resolution of conflicts.	2.1.1 Number and type of state structures on sub-national level with the mandate to protect citizens against violence	Partner quarterly/monitoring and annual reports Media Reports
		2.1.2 Number and type of state institutions on sub-national level that support citizens in the non-violent resolution of conflict	
	2.2 Duty bearers have increased ability and show increased willingness to engage different political and societal actors in the prevention of violent conflict and reduction of tensions	2.2.1 Structured dialogue platforms are in place and utilised between local rights-holders, duty bearers and intermediaries	Meeting minutes, partner quarterly and annual reports New initiatives/projects functional Training reports Assessment reports Data from duty bearers, community leaders and members Monitoring and evaluation reports
		2.2.2 Duty bearer's ability to engage different political and societal actors in the prevention of violent conflict and reduction of tensions	
3 **Religious and traditional leaders are positively contributing to conflict prevention, mediation, conflict resolution and reconciliation, while promoting and respecting human rights**	3.1 Increased capacities of religious/traditional leaders to contribute to conflict prevention, mediation, conflict resolution and peace and promote human rights	3.1.1 Type of training and number of religious/traditional leaders participating	Training reports Project/partners' reports Participation lists
		3.1.2 Number of local peacebuilding networks of religious and traditional leaders (including gender considerations).	
	3.2 Religious and traditional leaders have prevented the outbreak of open violence and contributed to mediation and reconciliation	3.2.1 Number of violent conflicts where RLs/TLs are involved in the conflict mediation.	Partners' reports Observations Meeting minutes Interviews
		3.2.2 Number and quality of recommendations made by RLs/TLs to reduce tension or resolve a conflict (peer-to-peer, cross-track	
		3.2.3 Number of cases in which religious and/or traditional leaders contribute to reconciliation	
		3.2.4 Quality of contributions of religious and/or traditional leaders to reconciliation	

1.2 Advocacy and Capacity Building Objectives

FCA has mainstreamed further objectives for advocacy, capacity building (CB) and programme quality (see part III, section 2) in its Programme.

While advocacy is already integrated in the thematic objectives, general advocacy objective and indicators were created in order to ensure that advocacy issues will be identified in every regional and/or country programme.

Advocacy

Objective	Indicator	Means of Verification
Improved capacity of FCA and/or partners to address local-level, regional and national advocacy issues based on context specific needs and resources	• Local advocacy issues identified per country and potential partners and networks identified • FCA supports the preparation of advocacy plans per country in conjunction with partners/networks • Number of advocacy issues identified and implemented successfully on local, regional and global level • Number of trainings delivered for partners	• consultation meetings organised with local stakeholders (media, RH and DB) • partnership agreements • project plans and reports • advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper) • project plans, reports and evaluation

The capacity building objective aims to ensure that capacity of each partner will be assessed during 2015-2017; organised CB is based on needs and supports quality programme implementation in a way that partners will become more independent.

Capacity Building

Objective	Indicator	Means of Verification
Implementing partners are able to deliver effective quality programmes to pursue objectives set together	• Institutional capacity of partners assessed. Assessments set goals and work plans. • Partners more independent/rely less on FCA support in implementation • Partners access local resources for operation	• Partner assessments • Partner reports • Staff appraisal of the partners' capacity

Programme Quality is presented in the section III.

2 Regional Programmes

In this section the multi-annual regional programmes (2015-2017) are presented. Regional programmes are to a great extent cumulative from country programmes. However, there are couple of cases where only country programmes exist.

Following programmes are planned to be included in the MFA partnership scheme funding:

- Asia: Cambodia, Myanmar, Nepal
- Central Africa: DRC, CAR
- Eastern and Southern Africa: Eritrea, Kenya, Mozambique, Somalia, South Sudan, Uganda
- Latin America and the Caribbean: Haiti and Central America (Guatemala and Honduras)
- Middle East: Jordan, Lebanon and OPT
- West Africa: Liberia and Sierra Leone

Regional Programmes' (consisting of country programmes) table of objectives and indicators for 2015-2017 are in annex 2.

2.1   Asia

In Asia FCA's work will focus on three countries, Cambodia, Myanmar in South-East Asia and Nepal in South Asia. The overarching objective of FCA support to Asia is the sustainable reduction of poverty. Despite the relative economic growth in the region, the number of people living in poverty has remained the same or even increased due to the increasing inequality. FCA targets mainly the rural poor through activities supporting educational, social and economic empowerment. Priority focus will be in working towards sustainable livelihoods and education; linking learning to earning.

The overlapping challenges in the three country programmes in the Asia region in which the FCA Regional Programme aims to have an influence:

Livelihood:
- Lack of access of women and other vulnerable groups to land and other livelihoods assets
- Lack of adequate agricultural inputs and appropriate technology including markets
- Lack of linkage between learning and earning
- Poorly diversified agricultural sector, becoming more vulnerable to the impacts of climate change
- Unemployment, food insecurity and rampant poverty

Education:
- Lack of basic infrastructures in schools
- Lack of expected supply of teachers in proportion to the number of students
- Lack of child friendly learning environment
- Lack of access of poor people to technical education and vocational skills training
- Significant barriers to reduce gender, ethnic and regional disparities in the access of education
- Illiteracy and high-school drop outs among the school age children
- Inadequacy of the vocational and skill development training opportunities
- Lack of capacity to cater the needs of national and international labour markets for skilled human resources

Peace:
- The deep-rooted and systemic discrimination and exclusion, resulting into either latent or violent conflict
- Political instability or fragile political situation
- Communities' voices are seldom heard, their skills are rarely recognised, and their capacities are side-lined in conflict transformation and peace building process
- Lack of communities' and duty bearers' knowledge and skills in conflict resolution and peace building process

Thematic objectives

Right to Livelihood (R2L)
In R2L, FCA supports technical education and vocational training to the out of school youths and rural women striving to ensure their livelihood either through employment or post training entrepreneurship, e.g. in Nepal. Working with and strengthening the cooperative activities, FCA aims to equip women with a variety of skills that improve their social and economic well-being, and to develop the cooperatives towards micro and small- scale enterprise. FCA fosters participation, inclusion and socio-economic empowerment. Also, advocacy work related to R2L theme, specifically land rights, will be strengthened together with the implementing partners. It is still important to advocate for the realisation of especially women's land rights. The rural, vulnerable women and youth are main target groups in the region. For example in Nepal the right-holders consist of excluded groups, former bonded labour like Haliya, Kamaya and Kamlaharis. In Cambodia poor women are given chance for better income through establishing and strengthening institutions like women-led agricultural cooperatives and via promoting youth participation. In Myanmar we work in conflict affected areas and target women and high-risk youth by providing education and livelihood opportunities.

Right to Education (R2R)
By 2017 in the Asia Region, FCA still wants to especially focus on improving the access and quality of education in all the three countries: in particular, secondary education, vocational orientation and skills training, and Education in Emergencies. In R2E, FCA will specialise in supporting technical and vocational education and training (TVET) aiming at employment and small-scale entrepreneurship, particularly among poor rural and semi-urban women and young people, focusing market oriented short term skills. FCA also supports students to continue secondary and higher secondary education. FCA will explore potential partners to work in Right to Education theme and contribute to the national educational plans in cooperation with the relevant ministries. In Cambodia FCA continues the cooperation with the Ministry of Education, Youth and Sport (MoEYS), e.g. in the dissemination and application of the Vocational Orientation and Career Counselling Guidance at sub-national and school levels, in order to support vulnerable children and youths, especially girls, to enhance their vocational and life skills.

Right to Peace (R2P)
In R2P the goal for 2015-2017 is to better integrate and mainstream peace-building to all the country programmes in Asia. In R2P emphasis will be given to concretely address the root causes of conflict through our Right to Livelihood and Right to Education related interventions and fostering inclusion and participation. Local conflict transformation, political dialogues, social inclusion, livelihood enhancement, creating employment through skills training and mediation mechanisms will play an important role in conflict transformation and peace building in the years ahead. In Nepal, the support to the implementation of National Action

Plan on UNSCRs 1325 and 1820 has been considered a high priority. FCA will also explore how it can support and strengthen the involvement of local youth in peace initiatives, for example, through capacity building, training on conflict resolution (negotiation and mediation skills, the concept of peace, conflict and violence) and promoting dialogues between youth and local authorities. We will further explore how we can raise R2P work from existing R2L and/or R2E activities as the linkages between the three themes are strong, e.g. by integrating more specific R2P components such as conflict prevention/resolution training for already established community groups including women or youth groups into existing programmes.

Capacity Building (CB) and Advocacy
Capacity building support will be carried out by providing financial and technical support to partners in order to enable them to enhance their skills as effective stakeholders of civil society and by offering capacity development in e.g. FCA's thematic focus areas and approach. FCA will build the capacity of staff and partners for example in the areas of DRR and Emergency response, Education in Emergencies (EiE), advocacy, peace building and conflict resolution, conflict sensitive programme management and other thematic areas.

Local, national and regional advocacy issues, partners and their relevant networks and advocacy platforms will be identified. Issue based organisations will be facilitated to carry out advocacy. FCA, together with partners and development actors will build the capacity of local communities in advocacy activities in order to increase their voice in policy development and advocate for better services in FCA's themes. Advocacy opportunities are also looked into in collaboration with ACT Forums and their individual members. The facts and figures will be systematically analysed to generate evidence base to carry out effective advocacy.

2.2 Central Africa

FCA is working in the Democratic Republic of the Congo (DRC) and the Central African Republic (CAR) in Central Africa. FCA's programme in CAR is relatively new and the context is constantly changing due to on-going conflict. The unstable and violent context is also a challenge in DRC. Nevertheless, FCA aims to develop further a holistic programme during 2015-2017 for both countries and the region. In CAR humanitarian assistance is the main operating mode, while in DRC development and humanitarian activities as well as advocacy are included in the programme. It is however planned to start a project falling under R2P theme in CAR within the MFA funding scheme in 2015.

The challenges in the DRC and the CAR country programmes in which the FCA Programmes aim to have an influence:

Livelihood:
- The people in DRC have suffered enormous loss of life and livelihoods due to almost two decades of war and conflict. The implementation of longer term livelihood activities is challenged in many areas by insecurity and regular population movements. Despite considerable mineral resources especially in North Kivu, according to an estimated 71.3% of people live under the poverty line.
- Insufficient vocational training facilities and inadequate quality of curricula constitute a big obstacle to professional training and employability of the vulnerable youth.
- Limited access to credit for vulnerable groups, especially women and youth, hindering new business creation and income-generating activities.

- Recurrent conflicts in Eastern DRC have caused serious humanitarian crisis such as massive displacement, which is accompanied by increased food insecurity.
- Even though livelihood is not the central theme in FCA's programme in CAR, it is worth noting that because of fighting and displacements thousands of families lost the agricultural season and rely on humanitarian assistance for living, shops have been looted and/or destroyed and the lack of foreign trade impact many shopkeepers' on one side, and national producers on the other, pastoralists have been a major target in the conflict.

Education:
- Lack or insufficient/damaged school infrastructure.
- Lack of trained teachers contributes to the poor quality of education given to the children.
- Limited number of vocational training centers being able to accommodate the vulnerable children and youth; Poor quality of the vocational training curricula.
- General funding for education are at its minimum. In CAR, as in many other countries, the financial crisis pushed donors to restrain their resources to more life-saving and protection activities, putting education almost on the bottom of priorities.

Peace:
- Lack of dialogue between the actors is a big threat to restore peace where it is needed.
- Weak civil society organisations not able to challenge the Government.
- Lack of conflict resolution mechanisms involving community and traditional leaders at all levels
- Insufficient involvement of women in all conflict prevention and peace related activities.
- Insufficient local initiatives for conflict resolution and prevention.
- The discussion is moving away from a purely religious dimension towards citizenship, and it indeed underlines also FCA's position that the conflict(s) in CAR has been and is a political one with religious undercurrent, however, violence is currently targeted at specific populations based on religion. A weak or even absent state and fractured national identity, poor infrastructure and communications networks, underdeveloped civil society – relatively strong religious affiliation and lack of a functioning judicial system brings more challenges.

Thematic objectives

Right to Livelihood (R2L)
In livelihood programme in DRC the focus will be on group saving and credit and small-scale start-up business development for vulnerable groups, and cash and vouchers in the humanitarian projects. The livelihood programme will also be integrated with the women's empowerment/rights project under Right to Peace (R2P). Livelihood and Education are interlinked through vocational training and professional insertion accompanied with access to credit (small loans for business creation), EiE is also linked with livelihood through the cash system that allows parents to develop income generating activities to support their children's education.

The R2L pillar is, of the three, the least developed in CAR country programme at the moment. Given FCA's strong position in R2E and a number of multi-sectorial large NGOs active in CAR in the livelihoods sector, FCA has not yet made plan to start a livelihood programme. Furthermore, it is hard to do plans for coming years as the context is changing. FCA is monitoring the livelihood situation in the country and enters the sector if relevant considering the needs and resources.

Right to Education (R2E)
Thematic objectives will be reached both through humanitarian actions (EiE) and development projects developed with local partners in DRC. The focus will be on vocational training as well as school construction and renovation. FCA aims to develop new professional training curriculum in vocational training in collaboration with local authorities, with the support of FCA and partners and so that it will be adopted in DRC at provincial level.

At the moment FCA is the only pure education actor in CAR and we aim to maintain this high profile and keep the focus on education as the main pillar for our intervention. The education system in CAR has suffered substantially the most from the conflict. Dozens of schools have been looted or damaged. It is important to start establishing as soon as possible proper access to mainstream education.

Most of schools outside Bangui rely on local teachers that are parents from the communities, which most of the time do not have a very high level of teaching, but allow schools to functions and children to be out from the street and acquire basic literacy and numeracy. In general community involvement in education is high in CAR, thus this is a major opportunity to exploit to build a better educational system for the future.

Already before the conflict in CAR there was a general lack of proper training opportunities and shortage of qualified and skilled technicians and professionals. In order to provide idle youth with opportunities for reintegration and to prepare skilled professionals to assist the rebuilding of country's services it is important to develop quality workshops and training opportunities for most important professions: mechanics, electricity, plumber, masonry and ICTs.

Right to Peace (R2P)
Under Right to Peace (R2P) in DRC FCA will continue to support the local women lawyers organisations' advocacy on women's rights, women's enhanced role in peace negotiations, conflict resolution and promoting feminine leadership in public and private organisations. A gradual shift will take place from providing legal assistance to individual survivors of sexual violence to contributing to a more holistic justice sector reform. A more comprehensive advocacy plan will be prepared and the consequent advocacy efforts will support the sustainable impact of the country programme and work towards achieving the objectives. The country programme links R2L and R2E with R2P, as supporting survivors of sexual violence in improving their livelihoods will have a positive impact on their role and status in the communities decreasing the stigma related to these crimes. Furthermore, a significant part of youth participating in vocational training programmes are ex-combatants from different armed groups and militia.

Since 2014, FCA has focused also on analysing some previously undermined aspects of the conflict, and has supported an inter-Congolese dialogue bringing together people from both South and North Kivus. The objective of this work is to gain a good understanding of the different aspects and layers of the conflict and to seek solutions from within and by the Congolese themselves.

In CAR, FCA has a unique role due to its role and function as interim secretariat to the global inter-religious Network of Religious and Traditional Peacemakers and its connections and access to a range of international organisations involved in conflict transformation. As this network is already engaged in mediation with regard to the Muslim community, FCA can serve to facilitate the intervention of appropriate high-level international mediators and resource people at critical junctures in the further process.

Using education as an additional entry point also for peace programming in CAR can be helpful. For example, its support for Parent-Teacher Associations implemented in conjunction with its educational projects, should be linked to local initiatives such as local "Development Committees" or "Peace Committees" to address broader local level concerns to build resilience and recovery from crisis. Same goes for potential mediation and peace education. This approach undertaken in a participatory manner with all stakeholders will help the process of reconciliation and mediation efforts to become more effective.

Capacity Building (CB) and Advocacy
Regarding partners' capacity building, emphasis is put on assessing partners' institutional capacity and on the monitoring and evaluation of partners' work to achieve the agreed goals. FCA will also assess potential new partners to be included in the country programme. FCA is also leaning gradually towards self-implementation in DRC, especially in humanitarian work. We also aim at improving the LRRD approach linking our humanitarian and development projects in a coherent programme.

Advocacy will be an essential part of partners' capacity building, and advocacy issues will be integrated in partners' annual work plans. It is envisaged that in the long-term, local partners' advocacy work will form a coherent approach on FCA's advocacy work in DRC. As mentioned above, one focus area of advocacy is women's role in peace and leadership. Furthermore, campaigns on education for all will be organised with the participation of local NGOs, provincial members of parliament, and other interest group representatives to influence the government to prioritise Education for vulnerable children in conflicts affected environments.

2.3 Eastern and Southern Africa

Eastern and Southern Africa is characterized by conflicts, human rights violation and widespread poverty. Conflict and human insecurity represents renewed threats and challenge to the region because all the countries covered have many social groups and households with limited capacity to mitigate conflicts, poverty and human insecurity. This region's vulnerability to the above challenges is shaped by complex interaction of social, economic and political factors which are likely to be affected by impacts of conflicts and instability.

The Eastern and Southern Africa Regional Programme includes Kenya, Somalia, South Sudan, Mozambique and Uganda, which are also planned to be included in the MFA partnership scheme. Eritrea will also return into the scheme after a couple of years break due to re-emerging possibilities to work there. Angola is included in the regional programme, but it is funded outside of the MFA frame with mine action funding.

The region is broad and programme contents vary between the countries. Thus all FCA's strategic themes are quite evenly represented when looking at the entire region, even though country programmes have thematic focuses. The strongest expertise area is peace. Fragile countries have greater need for peace building. Governance is an emerging theme that is being approached through our peace building work. Peace agreements without appropriate governance structures and duty-bearer responsibility are not sustainable. Livelihoods expertise and general education expertise will be reinforced during the next three years. Work with duty-bearers raises governance issues also in education and livelihoods so this is a particular area that is emerging in which we are still developing our expertise and understanding.

The development challenges in the country programmes in the Eastern and Southern Africa region in which the FCA Regional Programme aims to have an influence:

Livelihood:
- A great proportion of households are engaged in agriculture, with the majority active rural population classified as small holder farmers/subsistence in Uganda, South Sudan and Mozambique.
- The most important factors affecting the level of household poverty are: household size, education, unemployment, access to improved agricultural practices, proximity to markets and value addition to farmers produce.
- Agricultural production has not significantly improved in South Sudan. Peasants continue using the age-old tools, have no access to financial services for investment in crop and livestock production, have no access to market due to lack of road infrastructure, experience lean period between 1 to 4 months because they rarely produced enough for household annual consumption. Alternative livelihood options are limited.
- Majority of the population is nomadic or semi-nomadic pastoralists in Kenya and Somalia. The impact of drought, increasing insecurity, and famine has led pastoralist to look for alternative livelihoods to meet consumption needs and to buttress against shocks caused by climatic change, animal disease, market failure, and insecurity. Especially women's position is weak.
- Humanitarian context for R2L work in Somalia is the lack of livelihood opportunities as well as poor living and security conditions in places of displacement for internally displaced.

Education:
- Influx of refugees from South Sudan to both Kenya and Uganda as well as from DRC to Uganda poses significant challenges to the organising quality education.
- Even though school enrollment rates have increased, the completion rate which is a key indicator for measuring the quality of education, is low and drop-out rates high (varying between countries).
- A large proportion of primary school teachers do not have adequate training, and double or triple-shift teaching has been introduced to cope with the shortage of classrooms and teachers.
- Nomadic lifestyle of pastoralist communities means they have little or no access to educational opportunities without compromising their threatened livelihood.

Peace:
- As result of the civil war and the subsequent evolution of very localized socio-political and security dynamics in different regions of Somalia, intra- and inter clan conflicts with various root causes, weak governance structures and not engaging women and youth in conflict resolution are challenges for peace in all parts of Somalia.
- Violent conflicts involving pastoralists have become widespread and increasingly severe in the Northern Kenya. Religious and traditional leaders have a great role in Kenya but many cases they are not involved in peace-building projects or plans.
- In addition to the current national-level conflict in South Sudan, such as border disputes and communal conflicts over cattle, water and land, that were existing already long before the ongoing political crisis. The root causes and conflict drivers that need to be addressed in order to achieve long-term peace in South Sudan include centralization of power, corruption, proliferation of small arms, lack of Rule of Law and limited access to justice, lack of national identity, social legitimation of violence, cycle of revenge and communal disputes over land, water and cattle.
- Uganda and Mozambique are relatively stable countries, but political tensions might cause conflicts in both countries (for example elections in Uganda in 2016).

Thematic objectives

Right to Livelihood (R2L)
Right to Livelihood (R2L) work has already firm ground especially in Uganda and Mozambique as well as in South Sudan. This will continue also in the coming programme period.

In Uganda and South Sudan, the R2L programme will help vulnerable communities to utilise their limited resources, in order to improve their agricultural production. This will enable poor farmers to increase their income and provide more food for their families. FCA's work with farmers will help them increase the quality of their seeds and other agricultural inputs, to increase production, reduce post-harvest losses, add value, bulk and get a better price for their hard work. FCA will also link farmers with suppliers and buyers, train farmers to see farming as a business and educating whole farming communities through formation of rural/agriculture cooperatives. The latter two will possibly be in a focus also in Mozambique where FCA's supported on-going R2L projects will end in 2015. A new activity targeted to youths' livelihoods is being planned.

In order to increase the financial viability of the poor, FCA will implement a Village Savings and Loan Associations (VSLA) scheme for rural poor in Uganda and promoting savings among low-income youth in Mozambique. VSLAs deliver sustainable financial services, in the form of community-based credit and saving facilities. Through the VSLAs, communities will able to plan and invest in long-term activities, and meet expenses such as healthcare and education costs. Furthermore saving scheme with youth can enhance financial inclusion by increasing young people's knowledge of and experience with financial services, inculcating good habits when they are relatively easier to form.

FCA will also support communities and rights holders to ensure that local communities have strengthened their assets and capabilities to develop their livelihoods in sustainable ways. The country programmes work will foster participation, inclusion and socio-economic empowerment. Furthermore, FCA livelihood work will strengthen the resilience of communities and their livelihoods to shocks including natural and man-made disasters and the negative effects of climate change.

During the coming programme period, R2L is planned to be reinforced in Kenya and Somalia. In Kenya the focus will be in pastoral communities in diversifying their livelihood options for example in diversifying food production, selling surplus and introducing saving schemes, with a special focus in women and youth. Same applies also in Somalia. Furthermore unemployment rate of youth in Somalia is one of the highest in the world mostly due lack of marketable skills. However, repatriation of Somali refugees from Kenya has been agreed between the governments and UNHCR. FCA is going to support vocational education for Somali youths in refugee camps, preparing them and enhancing their opportunities to get employed when they are returning back to Somalia. Vocational training or skills training with the direct link to seek employment and livelihood options could be supported in Somalia. Furthermore there is high potential for R2L and R2P work to complement each other in Somalia as many of the pressing root causes of conflict are related to livelihoods. For example, scarcity of natural resources has been identified as a root cause of conflict in both the FCA conflict assessment from 2012 as well as in the quarterly dialogue meetings between state and non-state actors in Sool and Sanaag, Somaliland.

Right to Education (R2E)
Right to Education as a programme focus will be strengthened during next three years. In South Sudan, the theme is already relatively strong. During 2015-2017 FCA has planned to concentrate on three dimensions on education: 1) education access, 2) improvement of education quality 3) education in emergencies. The activities include for example teachers training, provision of save learning spaces and establishing a vocational training center. Community involvement in education will be promoted and awareness raising supported so that education opportunities for remote area dwellers including pastoral communities would be increased.

FCA has previously supported small-scale skills building for the youth in Mozambique, with a strong R2L link. In the coming programme period of 2015-2017, efforts will be made to improving quality of basic education. Mozambique has showed remarkable progress in education issues, but support is still needed with improving the quality of education such as teachers' training, physical infrastructure and materials as well as adequate water and sanitation facilities. The impact of poverty and high ratio of HIV/AIDS has placed additional responsibilities on schools, such as providing health services and psycho-social assistance to orphaned and vulnerable children. Orphans and girls are especially at risk of dropping out of school or not going to school at all, and thus are part of FCA target group in Mozambique R2E programme.

Due to the strong thematic focus in R2P in Somalia, R2E will not be in a focus during next three years. However, R2E has potential to complement R2P work by training teachers to teach peace education while preparing the groundwork for including the subject as part of the national school curriculums in Somaliland and Puntland. Furthermore, provision of second chances in education for marginalised and frustrated youth would be highly needed but FCA's added value and entry point will be further assessed.

Kenya and Uganda both concentrate in R2E/EiE due to the influx of refugees from South Sudan and DRC. In Kenya FCA will enhance quality of services and assistance offered to refugees due to the stretch in the limited material, financial and human resources available to provide quality education, Special Needs Education, and vocational training for the refugee population for example in Kakuma Camp. In Uganda with increased and continued influx of refugees from DRC to Rwamwanja refugee settlement, FCA will implement EiE activities with a special focus on construction of safe learning spaces.

FCA's supported programme in Eritrea had to close down along with other NGOs' programmes couple of years ago due to Government of Eritrea. A new opportunity to restart a programme in the country has emerged through the cooperation between the Foreign Ministries of Finland and Eritrea. FCA has been invited to support the development of the education sector and quality education. FCA will make preparations for the cooperation already in 2014 through fact-finding. The proposed programme can focus e.g. in strengthening the capacity of educational institutions to conduct research and deliver quality teacher education programmes and improve access to quality curriculum that is relevant to children's lives and equips them with the skills, knowledge, and expertise they need to succeed in work and in life. The objectives for the programme will be set during the annual planning for 2015 and will be delivered to the MFA by the end of October 2014 with the annual definition of the funding frame.

Right to Peace (R2P)

FCA will continue its peace work in both Northern and South Central Somalia in 2015-17. The work will be aligned within a three-**fold "peace and stability programme"** consisting of 1) governance, 2) conflict resolution and 3) peace dividends programme components. Under the governance component FCA will build the capacity of duty bearers as well as support/establish peace structures. Under the governance component would, for example, be to support Somaliland and Puntland in implementing the Peace Building and Community Security Policies. The conflict resolution component will address intra- and inter-clan conflicts as well as possible political conflicts. The peace and stability **programme's** last part, peace dividends, would support the other components by, for example, addressing root causes of conflict. In general terms, the planned R2L and R2E work could be seen as peace dividends.

Followed by Somalia, FCA will initiate a peace programme also in Kenya, especially religious and traditional leaders will be targeted and assisted to participate in conflict resolution efforts. Violent conflicts involving pastoralists have become widespread and increasingly severe in the Northern Kenya. The patterns of conflict in these counties are complex and these violent conflicts have had very severe and negative impacts on the communities that are involved in these conflicts. Disarmament has not reached all parts in the targeted counties and illegal arms are frequently available, thus creating high tension between the conflicting communities. The conflicts have become increasingly destructive and less manageable calling for innovative ways that can contribute to a more robust conflict resolution.

The same goes also for South Sudan, where in addition to nationwide conflict the existence of local conflicts related e.g in natural resources make local communities vulnerable. The R2P programme will be developed to contribute in the different levels and actors for peace in South Sudan.

As peace is fragile also in Mozambique due to an apprehensive relationship between the ruling party and the opposition, a R2P programme will be started from identifying the entry points for FCA's **future long term work in peace building** as well as possible role of religious leaders and the communities to engage directly and meaningfully with the mediation processes currently ongoing and in the future. Thus a comprehensive conflict thematic assessment will be conducted.

FCA will not include peace projects in the Uganda country programme, but will monitor the conflict early warning systems and will engage with religious leaders to promote peaceful elections if need arises.

Capacity Building (CB) and Advocacy

The number of local partners and support to them will be increased during the period 2015 – 2017 especially in Uganda and Mozambique as local partners are in a better position to sustain development efforts in their communities. Some new partners have already been assessed, but their capacity building needs will be defined once partnerships will officially start. Also old **partners' capacity will be assessed based on capacity building objectives. Furthermore, all** country programmes in the region are engaged to build the capacity of the partners aiming at becoming more independent in programme implementation.

With regards to advocacy, it is planned to include advocacy as one of the themes where local partners may need capacity building in Mozambique. Even though the current partners have engaged in advocacy initiatives, this remains mainly at the local level, targeting issues raised by their beneficiaries and advocating with the relevant authorities to address them. However, no evidence exists of their engagement in national or regional advocacy work. In the coming

period, FCA will support mapping of advocacy agendas with the partners, developing their capacities and linkages with the existing national level forums to engage on advocacy issues. Key focus will be on strengthening the role of the Act Mozambique Forum and its engagement in advocacy work. If need be, activity based support could be provided to the national forum to steer certain issues of interest at the national level.

2.4   Latin America and the Caribbean

The Latin America and the Caribbean Regional Programme includes the Haiti country programme and the Central America programme implemented in Guatemala and Honduras. The main focus country is Haiti as FCA is exiting from Central America by the end of 2016. Therefore, no new objectives have been set for the Central America Programme, but the existing ones were adjusted to the current situation. FCA continues to develop a plan concerning the support to the partners on our gradual downsizing of operations so that the exit would have the least possible impact to our partners and the ongoing projects.

In the region, FCA will prioritise two pillars in the context of its activities; Empowerment of rights holders and Support to advocacy. In Haiti empowerment of rights-holders means developing and strengthening partnerships with local development organisations in order to address the problems of education. Support to advocacy means that FCA trains rights-holders on the notions of rights and provide them with technical and strategic means to claim their rights from the duty bearers on rights to education, land rights, rights to security and food sovereignty.

In Central America FCA will support especially the creation of opportunities to the youth and women. FCA supports local organisations so that the local voices are heard in national, regional and global advocacy efforts.

The development challenges in Latin America and the Caribbean region in which the FCA Programmes aim to have an influence:

Livelihood:
- Two-fifths of all Haitians depend on the agricultural sector, mainly small-scale subsistence farming.
- Both Haiti and Central America are prone to disasters, and climate change is further challenging coping mechanisms of the populations. Geographical position predisposes the region to be affected by hurricanes, earthquakes, floods, droughts, landslides, volcanic eruptions among other natural hazards. Among the root causes of vulnerability one can find the concentration of populations in risk areas, poverty, environmental degradation, misuse of land and a weak capacity in managing and reducing risks. In Haiti, especially country's widespread deforestation worsens the situation.
- Socio-economic aspects such as inequality, poverty, unemployment, high rate of youth without opportunities; deficit in good governance with a high level of corruption that reaches all levels of state and society.

Education:
- Over 80% of schools are privately owned in Haiti and so, the cost of private schools makes access difficult for the poorest children. Primary school gross attendance ratio is only 46% indicating access to education is very low and the primary school dropout rate is 12%.

Peace:
- Weak democratic institutions and judicial system, poor governance and corruption lead to human rights abuses and a lack of accountability to the people in Haiti. Conflicts regarding land ownership issues, exacerbated by rural-urban migration, political violence especially during electoral processes, organised crime and armed violence are issues that emerge regularly. Gender based violence, including domestic violence, is common.
- Central American countries share an unstable post-conflict environment. The transition to functioning democracies has been incomplete in these societies, and the tendency to return to the use of military forces to tackle public security issues is growing, together with illegal and arbitrary use of force in the name of crime prevention. The region is facing increased activity and presence of gangs, drug cartels and organised crime that have penetrated the society in all levels (political, public and private sectors, society at large).

Thematic objectives

Right to Livelihood (R2L)
Right to livelihoods is an important theme in Haiti, where particularly rural livelihoods are fragile and highly vulnerable to disasters, due to structural injustices (e.g. related to poverty and lack of access to productive and financial assets). FCA's work will focus on reduction of disaster risks and promotion of resilience in rural communities. The local authorities responsible for disaster prevention, environment, agriculture and economic development will be involved in activities to increase their motivation and capacity of fulfilling their duties towards the rights holders. A second priority is support to rural livelihoods and income generation (both farm and non-farm –based) of poor rural communities, with a strong focus on women and saving and credits groups. Development of women's entrepreneurship and small business activities aim at empowering women economically and socially by promoting sustainable and profitable economic activities, combined with literacy skills training and encouraging women's involvement in decision-making.

The link between peace and livelihoods could be strengthened, for example regarding land conflicts, which is a highly relevant question for both themes in Haiti, where land ownership is a very unclear issue causing conflicts and challenging livelihoods.

In Central America, FCA supports the local and regional initiatives of communities and families to guarantee a sustainable livelihood and food security. Special emphasis will be put on reducing the disadvantaged situation and lack of opportunities among youth, women and minority groups that are among the most poor in the region. FCA will be supporting efforts to help small farmers, especially women and single headed households, become more efficient and helping them find new markets for their products. Also we want to contribute to the improved natural resource management and advocacy work to raise awareness about the implication of trade agreements and policies (especially the EU) have on food security. FCA will support local civil society movements in their dialogue processes with the government to assure land ownership for small holders and support local and global advocacy efforts to request the state to ensure the respect of and fulfillment of individual and collective rights. FCA will support CSOs to address the need to formulate effective economic and social policies to be put in place to distribute wealth, address inequalities and thus guarantee universal access to economic, social and cultural rights. The resilience of human systems in Central America is weak, particularly to extreme natural hazards. As vulnerability at the same time is high, FCA will support efforts to strengthen risk management, preparedness, adaptation measures as well as environmental protection to reduce climate-related risks and losses in sensitive sectors, such as agriculture and forestry.

Right to Education (R2E)
Thematically, the first priority of the Haiti country programme will be on R2E, both supporting access to public education through the construction of new public schools and advocacy on the importance of universal access to education. A second line of action will be improving the quality of education, particularly on good school governance and community participation and teacher training. DRR will be integrated in both lines of action, aiming to build safe learning spaces and support the resilience of schools and school communities. Due to the fact that Haiti is a country with extremely low levels of school attendance even at the level of basic education, FCA's focus is in children, instead of youth and adults as the main focus globally.

In construction of learning spaces, FCA will give high importance to the community participation and ownership, as well as adaptation of the technical plans to the local reality, supported by the community mobilisation plans. In addition, FCA will search added value by integrating issues such as building the local capacities on construction and maintenance of buildings, technical issues such as compost toilets and solar panels. In order to enhance accessibility, attention will be given to the situation of handicapped students.

The quality of education will be promoted through the work focusing on teacher training and **school directors' capacities** as well as promoting community participation in school management. In addition, new forms of cooperation between the Haitian and the Finnish Ministries of Education will be facilitated, with a possible focus on teacher training, benefitting also Teachers without Borders concept.

In Right to Education, the Central America Country Programme will support the work of municipal offices for the creation of opportunities in educational activities that improve the capacity of youth and women to work towards a culture of peace and coexistence and to drive for a variety of initiatives for means of livelihoods. Also FCA will support the incorporation of disaster preparedness in the curricula of schools, and strengthening the self-organisation of youth in protecting the environment and livelihoods in the communities.

Right to Peace (R2P)
In Haiti, conflicts are not always open and visible but rather hidden in unjust structures and practices, including the non-functioning of democracy and lack of awareness and accountability. Government is weak in responding people's basic needs. FCA's work will continue on human rights awareness raising and non-violence. Context specific objectives were included for the R2P theme, based on the recommendations of the context analysis and thematic assessment undertaken in 2014.

Activities related to R2P theme are linked with other themes, for example integration of human rights and peace training in schools. In addition, tackling issues such as land conflict and DRR related to livelihoods issues in the rural areas are important. New initiatives supporting structures for conflict prevention and peaceful functioning of civil society in the local level will be planned; among others, support to Haitian chapter of Religions for Peace will be considered.

In Central America, FCA will support the improvement of citizens' understanding on their rights and the access to the legal system as for the population being able to enjoy their human rights. Also FCA focus will be the strengthening of local capacities for informal conflict resolution and reconciliation, so that local leaders and beneficiary groups would be taken into account and involved in the process of change and the search for peace.

Capacity Building (CB) and Advocacy
In Haiti capacity building will be integrated in the programme according to the global objective. The number of local partners will be increased and their CB need assessed. In Central America, emphasis is being put in supporting partners to develop their programmes and the funding base in a firm ground so that they are able to continue the work after FCA's exit in 2016.

Advocacy continues to be an integral part of FCA's Central America programme until the exit in 2016. As mentioned above local and national civil society actors will be supported issues concerning land ownership and the respect of and fulfilment of individual and collective rights. In international level FCA will participate actively and facilitate the voice of local partners in APRODEV Central America advocacy work (EU-Central America Association Agreement, EU development cooperation and political dialogue instruments with special focus on security sector reforms and human rights situation), ACT regional Forum and ACT global advocacy (shrinking political spaces of NGOs, fragile states, Climate Change and green economy).

Through ACT DRR & Climate change working group in Haiti FCA will continue to support community resilience and advocacy towards the Haitian and international duty bearers and to enhance the capacity of Haitian civil society to advocate at local, national and international level. The lessons learnt from previous years of cooperation on this issue show that there is a growing interest among population on the climate change issues, and that most people – especially farmers – have already experienced effects of climate change themselves.

2.5   Middle East

FCA's regional programme in the Middle East is concentrated in Jordan, Lebanon, OPT and Syria. First three include also in the MFA funding scheme.

Political regional instability of the post "Arab spring" era, the Syrian crisis and the consequent large influx of Syrian refugees are major challenges in the region affecting all of our programme countries. Since the conflict started, over 2,5 million Syrians have fled their homes to the neighbouring countries, which is also creating tensions between the refugees and host communities. Therefore **FCA's focus is to continue its humanitarian operations in Jordan** and Syria, but also include Syrian refugees and poor host communities in development projects in Jordan and Lebanon.

As of now, a long-term plan for Syria is not feasible due to the ongoing conflict. The current strategy for Syria is to work through local humanitarian actors across the country. FCA will develop partnerships with local humanitarian actors, for example UNDP Syria, as a way to establish strong partnerships for the long-term engagement in the country. Parallel to this, FCA will engage with the community by supporting local CBO's. Maintaining a strong civil society will be crucial for the day the conflict ends.

Fighting between Hamas and Israel escalated in July 2014, and thus the need for humanitarian assistance is extensive in Gaza. FCA has contributed funding from its own funds as well as MFA humanitarian funds. FCA is planning to carry out an assessment in the autumn of 2014 in order to develop our work in the area.

The overlapping challenges in the three country programmes in the Middle East region in which the FCA Regional Programme aims to have an influence:

Livelihood:
- The regional instability is affecting livelihoods opportunities and putting pressure on already scar resources.
- Regionally, the majority of Syrian refugees are hosted by already poor communities, where rents have increased significantly while prices for basic commodities have been affected.
- People in border host communities have either lost their jobs or their income has been significantly reduced as they were largely related to trading in Syria while the refugees are competing over low-skill and agricultural work at the expense of local workforce.
- In occupied Palestinian territories, severe restrictions on the right to freedom of movement and access to services for Palestinians continue to limit their access to livelihoods.

Education:
- Most countries in the region have made considerable progress in providing majority of children with primary education. However, the increasing poverty rates and especially the consequences of the Syrian crisis are especially severe for children. In Syria, more than 3 million children have left school and thousands of young school-aged children have never been enrolled.
- In a similar vein, vast majority of school-aged Syrian refugee children in residing in neighbouring countries are out of school, even though for example Lebanon and Jordan have opened access to school for Syrian children.
- Many of the schools in communities hosting Syrian refugees are overcrowded affecting the quality of education.

Peace:
- Due to its close relationship with Syria and its sectarian character, peace in Lebanon is of special concern.
- With the influx of Syrian refugees in combination with the rising prices and competition over work, the tensions between the Jordanian host community and Syrian refugees are expected.
- In the OPT even before the current conflict with Israel, the situation led to an increasing lack of protection of the civilian population and a humanitarian and chronic crisis, with a lack of accountability and a persistent culture of impunity and repeated violations of IHL and IHRL.
- Gender based violence and a high level of acceptance of violence against women, even among the women themselves.

Thematic objectives

Right to Livelihood (R2L)
Over the period of 2015-2017, FCA will continue to focus on livelihoods, especially for women. In Jordan, vocational training is in focus and the successful project will be replicated to other project locations. Due to strict regulations of Jordanian authorities, there will be no livelihood projects solely with Syrian refugees. However, part of women participants in vocational training will be Syrians. Women's livelihoods will be in focus also in Lebanon, however potential partners and projects are still under evaluation.

In OPT livelihoods activities with the vulnerable women will concentrate on small-scale farming so that people can become self-sustaining after humanitarian aid. While the approach has been successful, there is a question of its sustainability. As the Ministry of Agriculture of

Palestine has become involved in the project, FCA will to go beyond and look at partnering with local organisations to ensure the sustainability of the small-scale farming and livestock projects, the recommendation is to look at collaborating with local organisations who have experience in agroecological techniques, which involve low-cost inputs (home-made fertilisers, herbicides, seed savings schemes etc.), producing food that is more resilient to climate change but also mitigates it.

Right to Education (R2E)
Given the Middle East context, FCA will concentrate particularly in Education in Emergencies (EiE) for youth. The focus here is informal/non-formal education including for example language skills and literacy classes for Syrian drop out of school children/youth. FCA has several projects in the region under these themes and the strategic goal is to expand on the programmes regionally, building on the existing projects and lessons learnt.

Many existing R2P projects in the region have a strong interlinkage with R2E through peace education. This will continue also in coming years. In OPT the programme will concentrate on educating the Israeli public and civil society, in addition to youth, about the injustices faced by the Palestinians, human rights and promotion of peace.

Right to Peace (R2P)
Right to Peace is the strongest theme in the region due to the conflict prone context and disrespect of human rights. Existing R2P work has a strong interlinkage with R2E through peace education. This will continue also in the coming years. In OPT the programme will concentrate on educating the Israeli public and civil society, in addition to youth, about the injustices faced by the Palestinians, human rights and promotion of peace. FCA will also continue to support EAPPI programme which aims at contributing to lasting peace in Israel and Palestine through the work of Ecumenical Accompaniers (EAs), the volunteers deployed through the programme, to offer protective presence, monitoring and documentation of human rights violations as well as awareness raising.

In Jordan and if needed in Lebanon, FCA plans to initiate peacebuilding between Syrians and Jordanians in host communities.

In order to contribute to the decrease of gender based violence, a regional advocacy campaign on women's rights will be initiated in 2015 by FCA together with our Jordan, OPT and Lebanon partners.

Capacity Building (CB) and Advocacy
The Middle East regional programme is assessing the existing partners and potential new ones. Some partnerships will discontinue due to changes in FCA thematic choices in the current strategy as well as difficulties at operational level. In this way FCA will ensure efficient and effective programme implementation and quality. Once the partner portfolio is decided, the proper capacity building plan based on partners' needs is to be formulated.

FCA will look more at regional projects, as both the R2L and R2P which can be done in OPT, Lebanon and Jordan. Furthermore, regional advocacy project is planned to take place. In this manner a holistic approach can be ensured in the region.

2.6   West Africa

FCA's programme countries Liberia and Sierra Leone are among the poorest countries in Western Africa. The core of FCA's Country Programmes in the West Africa region constitutes of the work done in thematic areas of Right to Livelihood and Right to Education. The themes are closely linked. In Sierra Leone, both themes are equally strong and will also be emphasised in the programme period 2015-2017. In Liberia, Right to Livelihood has dominated the Programme, but in 2015-2017 Right to Education theme will be developed further to become an equally strong theme. Right to Peace work will be developed further in both countries. The theme is linked to Right to Livelihood as for example land rights issues can have a major impact on livelihoods.

The overlapping challenges in the country programmes in West Africa on which the FCA Regional Programme aims to have an influence:

Livelihood:
- Despite the significant economic growth in recent years, tremendous inequalities in income distribution exist in both countries.
- It is estimated that about 2/3 of the working-age population is engaged in subsistence agriculture, but the expansion of agriculture is mostly driven by Foreign Direct Investments (FDI) rather than by the farmers. This has increased the vulnerability of population and in some cases is sowing the seeds of instability.
- Climate change also has an impact on livelihoods in Sierra Leone and Liberia as both countries are becoming gradually vulnerable to extreme weather events.

Education:
- Reaching the Millennium Development Goal on universal primary education still lies far in Liberia and Sierra Leone, even if the enrollment numbers have slightly improved in the recent couple of years.
- The war had destroyed the already ailing education facilities and quality in both countries, in particularly in rural areas that have historically suffered from under-investment in education.
- A lot remain to be done to reach equality in education, especially in secondary and higher education and quality teaching.
- Girls' school dropout is particularly significant in both countries.

Peace:
- While large-scale or national level violent conflicts are unlikely, the possibility of local level conflicts cannot be ruled out. These can be related for example to the use of natural resources, land ownership, ethnic relations or marginalisation as a result of poverty, politics or unemployment. The challenges are similar in both countries, whereas the situation in Sierra Leone is somewhat more sensitive.

Thematic objectives

Right to Livelihood (R2L)
The Liberia and Sierra Leone Country Programmes will continue to target economically and socially marginalised groups living in rural and semi-urban areas. In Liberia, FCA's livelihood interventions will continue supporting women living in rural and peri-urban areas in crop, vegetable and poultry farming. To enhance income generation, FCA will develop cooperatives in poultry farming. At the same time, egg production will be developed towards commercial production.

In Sierra Leone, FCA will support farmers including women in crop, vegetable, fish and poultry farming. Promotion of environmentally friendly farming methods are mainstreamed in FCA's projects in agricultural sector, in particular in Sierra Leone where also environmental conservation and resilience to climate change are important project objectives.

Right to Education (R2E)
In the theme Right to Education, FCA has through two partners supported four skills training centres in Sierra Leone. Most of the students are girls and young women, many with no or poor literacy skills. Hence, skills training centres have provided also literacy and numeracy training. Giving students a second chance to learn how to read and write while acquiring vocation skills that can lead to employment or starting of own small business will continue in 2015-2017. "Learning to earning" will be the key objective of programme work as well as in advocacy work in R2E. The market situation as regards to other institutions that offer vocational skills training and the skills that are needed in the job market will be carefully and continuously assessed. Furthermore, enhanced technical guidance and support by FCA for example with focus on development of functional post-graduation small-loan mechanism will be emphasised. Also follow-up of employment and establishment of small businesses after graduation will be focus of FCA's work.

In Liberia, the focus will be on transforming two activity centres providing basic low-level skills training for mostly disadvantaged women into real vocational skills training centers targeting girls and young women. In this, FCA can learn from existing centres in Sierra Leone.

Involvement of communities in ensuring quality education will be a critical principle in all education interventions by FCA. Moreover, FCA will aim to prepare preparedness plans at appropriate levels to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted.

In Bahn and PTP-refugee camps in Liberia, FCA has directly managed a secondary school for Ivorian refugees. The schools will continue in the coming years. In case of peaceful elections in Ivory Coast and normalization of the refugee situation, the school programmes will be adapted to fit the situation and to support the integration in the Liberian society of those refugees not able to return. Preparedness to implement education in emergency activities will be maintained in view of possible new influx of refugees to Liberia.

Right to Peace (R2P)
Building on the baseline study done in 2013 on the role of religious and traditional leaders in conflict prevention, mediation and resolution in Sierra Leone, FCA is going to focus its intervention on the enhancement of local capacities in relation to conflict management and conflict transformation. This will translate in supporting the training of traditional and religious leaders, women leaders and youth leaders within the Pujehun District. The intervention by FCA's local partner will foster the mutual relationship between traditional and religious authorities and civil society's relevant actors, particularly enhancing the potential of religious leaders in positively influencing conflict management within local communities and simultaneously tackling the weakened accountability of traditional authorities towards their constituencies. By addressing the lack of knowledge and skills related to conflict management at the local level, the intervention will also aim at mitigating conflict potential of land disputes. Moreover, the involvement of traditional and other women's leaders in the project

will foster the gender mainstreaming and the right-based approaches already adopted by FCA in Sierra Leone.

Drawing on the different challenges identified through the thematic conflict assessment on Liberia conducted in 2014, FCA is going to further explore potential areas of intervention related to R2P in Liberia, simultaneously investigating possibilities for partnerships with local actors and stakeholders. Religious and traditional leaders will be involved in the intervention in order to foster dialogue over identity, religious and land issues. Furthermore, the risk of political violence connected to the elections in 2016 may represent a possibility for FCA peace-work in terms of advocacy for non-violent conflict transformation and effective civil society's participation.

Capacity Building (CB) and Advocacy

Developing partners' capacity to effectively and efficiently implement projects will be the key objective of capacity building in Sierra Leone and Liberia. The capacity of partners to plan, implement and monitor projects will be enhanced according to work plans prepared together with FCA. Plans will be prepared after an institutional assessment conducted by FCA. The methods for capacity building will include mentoring and workshops organised by FCA and support to partners for attending trainings provided by other actors and institutions. Co-implementation will also contribute to partners' capacity building. In addition, cross-fertilization among partners within and between Liberia and Sierra Leone will be facilitated. To this end, exchange visits and peer reviews will be encouraged and supported. Partners working in the same sectors and with the same themes and issues (e.g. vocational training, poultry, peace, land rights) will be organised in clusters for knowledge sharing. By improving partners independence in project implementation more time can be devoted to strategic level support. This will also enhance partners' capacity to attract funding from other donors, private sector and government resources. The annual FCA Partnership Forum to be launched in 2015 will provide a platform for both FCA and the partners to exchange ideas and share best practices. Peer review by partners will enhance the quality of partners' work.

The capacity of FCA and its partners in Liberia and Sierra Leone to use advocacy as a tool to promote and address local or national issues related to objectives of the Country Programmes will be improved during the programme period 2015-2017. Following the identification of relevant issues and partners, FCA will draft a specific advocacy plan. Advocacy work will mainly be done with and by partners. As two of FCA's current partners in Liberia and Sierra Leone have cross-border cooperation in tackling trafficking of children also regional advocacy work could be considered.

3   Development Communications, Education and Campaigning

The aim of the Finn Church Aid's (FCA), development communications, campaigning and education as well as national advocacy is to support the organisation's international programmes and activities. The campaigns and communication also have a crucial role in raising the awareness on global development issues, situation in fragile states, non-actualisation of human rights and the results and impact of FCA's work. All communication activities are anchored in Right-based approach. The intention is to give a voice to the most vulnerable groups, in order to for them to speak on their own behalf, strengthen the right-holders capacity to claim their rights and advocate duty bearers to meet their obligations.

FCA's communication has an open information policy, which means that everyone has access to timely, relevant and clear information about our organisation and its activities. Information for the general public is available on our website, in social media, in our magazine and via other channels. We make sure that our stakeholders receive information that is relevant to them. FCA is always open to both our donors, and to the people interested in our work. Getting feedback also helps us to do our work even better.

FCA needs to take care of sufficient information sharing with all relevant stakeholders, such as the people and communities we work with, partners and those regarded as duty bearers. Communication strengthens trust, increases understanding and improves the impact of our work.

Campaigning
According to our strategy, FCA aims to become a globally recognised actor in supporting local communities right to peace, right to education and right to livelihood, and a well-known partner in its areas of specialisation. The campaigning strategy follows the same thematic logic. In 2015, the campaign will concentrate on Peace and raise the issue of global radicalisation. A special focus will be given to youth in danger of radicalisation, child soldiers, refugees and sexual abuse of women. FCA also wants to highlight the role of the traditional and religious leaders, youth, and women in becoming effective peace builders. The Peace campaign in 2015 will be closely planned and implemented with the Changemaker network and their Peace Academia.

The year 2016 will focus on livelihood and women. FCA has specialised in small-scale entrepreneurship and creating more opportunities for women and young people through education. Livelihood campaign will be linked to the Women's Bank. In 2017, the campaign activities will again concentrate on education.

The geographical focus of campaigns is in our programme countries. In order to ensure adequate volume and resources, campaign materials are mostly collected from these areas. As FCA works in countries affected by armed conflict, the problematics of a fragile state is always linked to our campaign and advocacy.

In general, our goal is that Finland will remain strongly committed to global justice. FCA wants to inspire people to take action for that goal, and creates concrete ways to participate in our activities.

The main target group of campaigns is the general public. Parishes are encouraged to take a part in annual campaigns and utilise the materials and methods in their work with different stakeholders. Some of the activities are especially planned to reach the audience who might not initially be familiar with the concepts of global justice or human rights. This strategic

choice influences the selection of campaigning channels and methods. FCA will continue to seek new ways to spread the campaign messages through non-traditional channels, such as TV-programmes, guerrilla-marketing and different social media applications. Campaign visibility will also be ensured by participating in different kinds of events and festivals, and by using all existing channels of communication. At the same time, FCA will closely work with authorities and target some of the advocacy activities to decision- and policymakers.

Objectives:
- Advocate for right to peace, education and livelihood
- Increase general awareness on global justice in Finland
- Create and offer parishes and general public concrete ways to participate in the FCA campaigns and in global debate about social justice
- To give a voice to most vulnerable groups
- Increase knowledge on results and impact of our work, and general support of development cooperation

Indicators:
- Results from media and campaign survey
- The number of people participating in different activities
- The number of thematic articles published in media
- The number of people signing appeals
- The number of people visiting FCA stand in events and festivals
- The numeral info from social media
- Feedback from parishes, questionnaires

Common responsibility -campaign
Unlike Tekoja magazine, Common responsibility -campaign is directed to a wide audience. Through the campaign, we bring out the notable injustices of five different geographical regions. Common responsibility for FCA is, above all, a channel to increase social awareness. We spread information on how to carry out modern, human rights based development cooperation in practice.

Through the campaign, we tell about the realities of our target countries. We travel annually to our future target countries for information retrieval purposes. We conduct interviews in developing countries, through which we spread information about the injustices of the target country. We pay special attention to the selection of the interviewees. Even though we tell about the problems of the target country, we face our interviewees as equal. We do not present them as victims to the wide audience. Journalists' Ethical Code of Conduct defines our work also in the information retrieval trips.

We produce several comprehensive articles, with pictures, to parish magazines and other ecclesiastical media. We also use the material for Tekoja magazine, our web page, our newsletter and other publications.

Each year, we bring some of the recipients and actors from the campaign's target country to Finland. We organise a press briefing of the Common responsibility campaign, where the citizens of the target country get their own voices heard. We travel with our guests to each host diocese of a Common responsibility event. The tour's goal is to increase awareness in the field and through this to ultimately affect attitudes. Therefore, during the tour we contact the area's media and offer opportunity for interviews.

Our goals can be measured with the following indicators:

- The viewer ratings of the Common responsibility document made for television
- Media hits on Common responsibility themes
- Feedback from the parishes

Tekoja magazine

FCA's own Tekoja magazine comes out four times a year. Publishing the magazine is part of central principle of transparency in our activities. Magazine is produced for ordinary Finns. The magazine's content consists mostly of human-interest stories. Regularly issued, with a circulation of 35 000, the magazine commits readers to a long-lasting donating relationship.

Each issue also contains an article on a current matter, which helps the readers to understand the relevance of developmental cooperation better. We also do inculcation of enlightened attitudes through education through the magazine. Tekoja is also part of Finn Church Aid's global education.

The contents of the magazine support FCA's work's three themes: education, livelihood and peace.

Tekoja magazine is also published as an e-zine in FCA's web pages. The contents of the magazine is best described by the fact that other publishing sources regularly quote the magazine's articles and want to publish them in their web pages.

Globalisti magazine

FCA's Youth Network Changemaker's publication, Globalisti magazine, is published twice a year. It has a circulation of 3500. The magazine is widely subscribed to different schools all around Finland. The goal is to widen the circulation to libraries and universities.

The goal of the Globalisti is to increase awareness of the problems that come from social structures. The other main goal is to inspire youth to take part in the work for more just global world. The magazine's content offers suitable channels and possibilities for this action.

Both Tekoja and Globalisti publications are produced using the general journalistic rules and regulations.

The objectives of the magazines can be monitored by the following indicators:
- Survey on readers
- Survey on Finn Church Aid's image and familiarity
- The number of readers of the e-zine

PART III PROGRAMME MANAGEMENT AND SUPPORT

1 Programme Development and PMER

In the Finn Church Aid strategy FCA's strategic objectives are designed to allow for planning, monitoring and reporting as well as evaluating of overall objectives with verifiable results that can be assessed on several levels.

The process of developing FCA's programme has been based on FCA's strategy 2013-2016, programme guidance documentation as well as thematic guidance documents. The programme has been built in a manner that will allow for monitoring and reporting of progress made against the set objectives and that organisational learning is embedded into everything that FCA does. The process has been participatory and it has included FCA at HQ and the FCA offices. The regional offices have organised partner meetings where the programme has been discussed. The offices will organise annual meetings with partners.

The FCA programme consists of thematic objectives (as well as sub-objectives, indicators and means of verification) for Right to Livelihood (R2L), Right to Education (R2E) and Right to Peace (R2P). Besides the thematic objectives, capacity building, advocacy work, fundraising and programme quality all have objectives, indicators and means of verification. The objectives include the three means of intervention: humanitarian assistance, development cooperation and advocacy. The cross-cutting issues have also been incorporated into these objectives. These objectives guide the work in all regional and country programmes.

In FCA's programme some objectives and sub-objectives will be monitored and reported globally, meaning that certain globally predetermined objectives and sub-objectives if being furthered within a regional and country programme, must be included into their plans and reported annually. These objectives and sub-objectives will then be monitored and reported in the regional and country programmes as well as on the global level. The globally monitored objectives and sub-objectives have pre-established indicators and in this manner we will be able to collect the indicator data and globally monitor progress against the predetermined objectives and sub-objectives. A final programme evaluation will be done and is budgeted in "Quality Assurance and Programme Development" for the year 2017.

FCA's regional and country offices have the responsibility of preparing regional and country programme multi-annual plans' objectives, sub-objectives, indicators and means of verification. The regional programme level is mainly a management tool. The regional programme is a summary of the regions' country programmes with some regionally context specific sub-objectives added into it. Most country programmes have included the objectives and sub-objectives from FCA's programme, but the country programmes have also had a possibility to add context specific country-based sub-objectives, indicators and means of verification. The context specific sub-objectives will not be monitored and reported on a global programme level, but both regionally and within the country programmes. Reporting at regional and country programme levels will take place annually. Some regional and country programmes will be evaluated during the programme period. The annual reports for 2015 for the country programmes will act as the country programme baseline.

To further support programme development, FCA has recently put in place two processes (and developed formats): 1) preparation of a context analysis and 2) thematic assessment.

The context analysis acts as a tool to increase understanding of FCA's operational contexts and the realities of the countries/regions we work in. It provides a basis for planning FCA's programme on the country and regional programme level. The identification of the main

causes of vulnerability and non-realisation of rights enables us to make well-informed strategic decisions about programmatic focus. Context analysis will help us design programmes that will tackle underlying causes of the non-realisation of the rights under FCA's strategic priorities (right to livelihood, right to education and right to peace) and develop further our programming capacities. The analysis format is based on a rights-based approach to development. Gender and conflict sensitivity, adaptation to climate change, as well as elements of the disaster risk reduction (DRR) framework are integrated into the template. This format is primarily intended for the analysis of a country context.

The thematic assessment guideline and format acts as a tool to link FCA's strategy and mainly its three themes (R2L, R2E and R2P) to the context where operations are underway or are planned to be done. The thematic assessment can be utilised to aid in decision-making in mainly two situations: when FCA is planning to establish a new country programme/operations in a new geographic area, and if the current FCA country programme or geographic operations need to be reassessed and possibly repositioned. In both cases the thematic assessment improves the planning of FCA's operations and ensures that the thematic context where the work is/will be undertaken is analysed hand in hand with FCA's strategy. The outcome of the thematic assessment should be a clear picture of how FCA's thematic priorities, including synergies between themes, can best be achieved in the operating context and what adjustments will be needed in our own programming.

At project level partners will either adopt some of FCA's programme sub-objectives as such, or present projects for funding that aim at progressing some of the objectives and sub-objectives. FCA's partners mainly use their own PMER systems if these can be assessed by FCA to be sufficient and appropriate. If the partner does not have a PMER system, FCA has in place a system, which can be used by its partners. These are among the issues documented in the project agreements that are always done with partners at project level. The partner's PMER system is also assessed, when the partner is being assessed, with a recently revised partnership assessment format. The revised format has been built in a manner not only to assess the partner's capacity, but also to ensure that the needed capacity building is planned and reported. Additional attention has been put on assessing issues dealing with administrative and financial management.

Impact assessments at different levels will be undertaken during the 2015-2017 period.

FCA has in place a PMER process description for both programme level and project level. This will need to be rechecked at appropriate intervals so as to ensure maximum effectiveness.

2 Programme Quality and Accountability

Developing a comprehensive quality management system will continue in FCA especially in the frame of the FCA membership of HAP International (Humanitarian Accountability Partnership). The HAP Standard emphasises accountability to all stakeholders, the rights-holders being in the centre. As member of HAP FCA is commitment to fulfil and report the six benchmarks of the HAP Standard related to delivering commitments and managing accountability, staff competence, participation, information sharing and communication, complaints handling, and organisational learning and continual improvement. To meet the requirements of the standard FCA will revise existing and when needed, develop new policies and procedures, and systemise procedures and practices. This process will also affect how FCA will work with its partners to enhance accountability and programme quality.

Based on organisational self-assessment accomplished in 2014, FCA has identified the following improvement objectives for the period 2015-2017:
- FCA Quality and Accountability Framework (QAF) in place for setting out and making transparent FCA commitments (e.g. policies, standards and codes), and to enable all our stakeholders to monitor our compliance and to hold us to account. The QAF also serves as a tool for FCA senior management to monitor the quality and accountability development in the organisation.
- Coherent and systematic staff induction and development maintained in FCA global organisation to ensure that all staff members in FCA global organisation have the expertise, skills and attitudes that enable them to meet FCA commitments to quality and accountability.
- Systematic and consistent partnerships management maintained throughout FCA global organisation to make clear the commitments in quality and accountability of each party, and to evaluate their implementation.
- **Stakeholders' have access to timely, relevant and clear** information about FCA's organisation, commitments, goals and work. This concerns particularly right-holders and FCA's partners.
- Participation enhanced in all phases of PME cycle to ensure that we hear the opinion of people we aim to assist, and incorporate their views in our planning and decisions.
- Complaints handling systems in place and maintained to ensure that we recognise as early as possible the processes not functioning as planned, as well as any malpractice, manipulation, fraud, abuse of power and any form of exploitation that may undermine FCA's integrity and reliability.
- Learning and continuous improvement enhanced through effective monitoring and evaluation systems to ensure that we learn from our successes and failures, and modify our future work accordingly.

FCA aims to have HAP certification by the end of 2015. Outcome of the ongoing process by the HAP International and the People in Aid to develop the 'Core Humanitarian Standard' (CHS) may change this goal. FCA will have close follow-up to the CHS process, and if needed revise the certification scheme when the outcome of the process is clear in early 2015. The ultimate goal for FCA is not the certification per se, but to enhance learning and continuous improvement of programme results and organisational quality.

All of FCA's regional and country programme plans include an objective dealing with programme quality: **"***PME and organisational learning processes at regional and country programme levels enhance effectiveness, quality and accountability.***"** This objective has several sub-objectives, which will be monitored and reported annually in the regional and country programme reports. The sub-objectives are:

- Country/regional programme is managed well and adequately resourced;
- High quality and timely country/regional programme planning, monitoring and evaluations done systematically and regularly;
- Context analysis and thematic assessments are done and actively used (either regionally or country-based as agreed);
- Participatory processes in use in all relevant stages of regional/country programme PME;
- Regional office/country office programme and organisational level PMEs are done in coherence; learning from monitoring, evaluations and complaints incorporated in programming;
- Safe, accessible and responsive complaints handling procedures are in place and used as "business usual", and
- Timely and accurate information about the programme is shared to stakeholders.

Each sub-objective has indicators and set means of verification. Programme quality will be included in the regional and country programme annual reports.

As part of its accountable and transparent management, FCA has compiled a programme and operations manual, which includes programmatic and operational guidance in the areas of policies and principles, management, PMER systems, human resources, communications, finance, fundraising and security. The manual will be revised during 2014 or 2015.

3 Administration

3.1 Finance and administration systems

FCA offices are bound to follow the FCA Programme Manual as a practical tool for day-to-day administration and financial management. More detailed guidance is available in the procurement guidelines, financial management field guidelines and various policies related for example to travel and vehicle use. The most important instructions with regards to the overall financial management responsibilities and financial decision making are found in the financial standing orders approved by FCA's Board.

HQ finance unit currently has an international finance team which consists of four staff responsible for the international finance support and oversight with a specific region or area-based responsibility. Each office has one internationally or locally hired person responsible for the financial management and administration at the regional as well as the country level. The finance staff meet every year in planning meeting organised in one of the office locations.

The global grants fundraising is starting to succeed which means that more of the FCA projects are funded by global donors than couple of years past. This affects FCA's budgeting: we have improved our cost allocation system which will help us to distribute costs evenly to each donor. Cost allocation system is based on the field office programme staff working time distribution between projects or donors. This is the base for salary allocation, but also when all the staff's distribution is estimated and added up, the overall percentage is used to determine the distribution of the indirect costs.

FCA financial management system is continuously developed based on software choices dating back to couple of years. The HQ accounting system MS Navision upgrades are underway with a new version in use before 2015 begins. The programme offices will continue keeping their accounting independent from the HQ in order to comply with the local legislation. They use Intuit (QuickBooks) accounting software which is widely used and well supported in most of the countries that FCA operates in. In order to help the tracking of HQ incurred expenditure and to assist in reporting, the HQ has developed an SQL reporting tool which is accessible over FCA intranet in all office locations. EPELI will continue being the primary project management system and is also used for payment handling and related approvals of transactions together with the documents handling system where the actual documentation is stored. The updates are taking place during 2014-2016 and users will be involved in development of the systems.

3.2 Human Resources

Finn Church Aid is continuing its transition towards being a global organisation focusing the operations in the regions and programme countries. More emphasis will be put on developing the local offices in programme countries further both as independent realisers of programmatic work and as a dynamic, agile and a desired place to work for all the employees. FCA staff policy is based on equal opportunity and treatment of all, to make every staff member feel they are treated in an appropriate way at the work place and situations related to work; enhancing equality between women and men; zero tolerance of bullying and harassment; discrimination based on gender, age, ethnic or national origin, nationality, language, religion, belief, opinion, health, disability, sexual orientation or other personal characteristics; mutual respect and good conduct are expected from all.

In this new organisational structure the role of all the support functions in HQ including HR and general administration still is to ensure and improve the quality of programmatic work and administration in all phases of PMER and enable the fluency of FCA core work globally. HR will work for all phases of employees work life cycle starting from recruitment all the way to retirement. Key objectives for the strategy period are managing a global organisation (both systems and people), cross-cultural communication, well-being at work, orientation and remuneration. More detailed objectives are defined in the Human Resources Strategy for years 2013-2016 (annex 3). FCA uses also Salary Handbook, however it is under revision and a new version should be induced during 2014.

HR will set the goals on competence development globally and coordinate and facilitate the needed support to meet the organisation's commitments not only in three strategic priority themes: right to peace, right to livelihood and right to education but also in developing professional competencies as well as general skills, e.g. language and IT, needed in globally operating organisation.

The administrative processes will be developed in order to achieve the HAP International (Humanitarian Accountability Partnership) standards and ensure the accountability and continual improvement in all the activities. Unified processes and organisational level standards will also add the efficiency of using resources in all levels.

4   Fundraising

FCA aspires to maintain a diversified funding structure in order to retain a high degree of self-financing. The Ministry for Foreign Affairs support share was 39,6 % with EUR 13,4 million in 2013 (including humanitarian aid, humanitarian mine action and the framework agreement funding), and continues to be the most important public funding resource. Fundraising continues to support the implementation of FCA programmes and development by striving to grow steadily in the upcoming years.

FCA private fundraising continues to consists of several sources, such as campaigns (Common Responsibility -Yhteisvastuu and Yle Helps -Ylen Hyvä), parishes including budget support, church collections and other collections, corporate fundraising and major donors, as well as the steadily rising share of individual donations through Alternative Gift, monthly donations, collections and wills. Women's Bank has grown significantly as a prominent volunteer scheme with over 6 million euros raised since its inception.

FCA works closely with its Dutch sister agency ICCO Investment to develop a new model of investment funding. The aim is to target the investment funding possibility to private donors, as well as to corporations and parishes. The investment funding is targeted to the small and medium size entrepreneur, so called missing middle, and the focus of FCA is the women entrepreneurship.

FCA has been developing partnerships with a range of international donors to strengthen its programmes and enhance its performance towards rights holders. Establishing the Global Grants unit in November 2011 provided the catalyst to achieve this objective. The unit now has funding staff across its regional offices working closely with programme and thematic experts together with other core units. Global Grants unit pays special attention to capacity building FCA's implementing partners during the project lifecycle of international donor projects so that the wide-ranging standards are achieved to ensure the sustainability of our actions for rights holders.

Engaging with international donors provides FCA the opportunity to challenge itself and achieve credible results. Efforts are centered on enabling sound projects to grow reaching more rights holders thereby aspiring for stronger outcomes that can be replicated and celebrated. The on-going agreement (Framework Partnership Agreement) with the European Commission Humanitarian Office (ECHO) and frequent cooperation with EU Development and Cooperation– EuropeAid will enable FCA to continue applying for funding in upcoming years.

5   Risk management, Internal audit and Security

Risk management

FCA works in challenging and fragile environments, which increases the risks involved in operations. FCA has developed a complete risk management system for the entire organisation to assess, analyse and mitigate both external and internal risks.

Risk assessment covering the whole organisation has been undertaken under the leadership of FCA's Management Board, in order to have a comprehensive analysis of the risk environment of the organisation. The input from programme countries, the functional departments of the HQ and from the selected Board members has been taken into account.

Risk Assessments are systematically analysed and monitored on a quarterly basis and managed accordingly. The results of the assessments are taken into account in the Risk Management Plan, which is an integral part of the annual plan. Separate risk assessments have been made in all FCA programme offices in those countries where FCA has presence.

The overall mandate and responsibility for Risk Management rests with the FCA Board of Directors.

Internal audit

Internal Audit increases transparency and credibility. Like for all organisations operating on fragile context, FCA operations include risks of misconduct and corruption. To safeguard the entrusted funds are used efficiently and in accordance with the agreements, internal audit activities are frequently performed in all operating offices.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps FCA to accomplish its objectives by evaluating and improving the effectiveness of risk management, control and governance processes. An administrative mission to every FCA's office is performed in two year cycle. Objective of the missions is to support processes, confirm the status of internal controls and to learn about the best practices.

Internal audit utilises COSO framework to improve organisations systems for greater agility, confidence, and clarity. The focus is on three main areas:
1) Good governance. Compliance assessment is an integral part of the IA function. Good governance includes transparency of operations, sound financial management, the appropriate use of resources and good decision-making. The aim of IA is to promote operational reliability, efficiency and transparency.
2) Programme processes audit concentrates on the functionality and practicality of the guidelines and instructions. The aim is to warrant processes and the sufficiency of resources on providing credible, transparent and effective operations and reporting.
3) Sufficient financial expertise level is considered critical in supporting the current and future operational requirements. Aim is to confirm the capacity level and regulatory compliance of the financial personnel are met.

Internal audit reports to audit committee. The committee consists of three FCA Board members.

Security

FCA sees its staff as the main resource and therefore security and safety of FCA staff is a priority. This has to translate into a strong commitment to minimizing risks through continuously improved work practices, security measures and appropriate training, especially in contexts of medium to high security constraints. The main goal is to ensure that work can continue in the most challenging conditions without risking the personal safety and security of FCA staff.

The main FCA security strategy is acceptance of our presence and work supported by our values and coherent actions and a dialogue within the communities and the authorities, supported by measures of protection within specific identified risks and in some rare cases of deterrence as in using armed guards for the office and the residence or for transport in some extreme situations. This means that we enter communities through partners and seek close relations and the involvement of the community both through leaders and ordinary members. A key element is clear and coherent communication of our mandate and goals with the community as well as the limitations of our actions. Security is achieved when all staff are safe, relative to an assessment of the risks to staff and the organisation

6 Volunteering

EAPPI
During the three-year period 2015-2017, FCA plans to continue to participate in the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI). As in previous years the EAPPI programme continues its core assignment to support local and international efforts to end the Israeli occupation and bring a resolution to the Israeli-Palestinian conflict, based on international law and relevant United Nations resolutions.

As part of the international EAPPI programme FCA participates actively in further developing, sustaining and supporting international EAPPI in addition to the deployment process of sending Ecumenical Accompaniers (EAs) as well as planning and utilising advocacy activities in Finland and EU-level. The advocacy content for 2015 onwards has not yet been planned, but will at least partly continue from the activities of 2014; re-launching of "Labelling the Origins"- campaign on EU -level and developing a church advocacy strategy and activities. FCA plans to send 10-14 EAs each year.

Capacity building through voluntarism
The general objective of this initiative is to increase the capacity of FCA's Southern partner organisations or FCA's regional/country offices in one thematic sector or give operational programme support by making use of expert volunteer deployment. This will be achieved by strengthening capacities at country levels and improving deployment procedures.

The programme content will be planned and will change on a yearly basis. The thematic or operational focus of the capacity building activities will be decided during annual planning, depending on the needs of the local partners and/or field offices.
The planned thematic focus for 2015 is on education and deployments will be developed together with the Teachers without Borders -network.

Teachers without Borders
Teachers without Borders (TwB) is a network for organisations working in the educational field in developing countries. At the same time it is a network for education professionals and specialists interested in acting for quality education globally.

The network has set following goals:

1. Develop the quality of education in the most fragile states and situations by supporting pedagogical skills of the teachers and by developing educational systems.
2. Support global education in Finnish schools by training the teachers and by sharing good practices.
3. Offer opportunities for educational professionals to expand their expertise by volunteering in developing countries for long term volunteering programmes (3–12 months) or by participating in short term programmes.

The network organises yearly two long trainings for recruited volunteers. The volunteers will work in the projects or programmes of FCA or with our partners, both in development cooperation or humanitarian aid. Yearly the aim is to train and send together 30 volunteers to work in most of FCA programme countries. After returning, volunteers will support the global education actions in Finland within the network.

For developing high quality trainings and wide impact, network works together with all important actors in educational sector in Finland. Network has a steering committee to lead and guide the work.

Women's Bank
Women's Bank is a volunteer community that advocates and fundraises for projects that aim at supporting women's sustainable entrepreneurship and livelihood in developing countries. Women's Bank's projects are part of FCA's programme and are implemented by FCA and our partners. Women's Bank was founded in 2007 by Finn Church Aid and a group of influential Finnish women who had visited Liberia and were moved by the living conditions of women there. Since then, this volunteer community has spread through the whole country and now has thousands of active volunteers in 40 groups.

The role of these volunteers is to spread information about Women's Bank and do fundraising. Annually over 500 events are voluntarily organised all over the country, with minimum costs. Not only that the volunteers raise funds while organising events, they also widely spread knowledge about women's rights issues and get plenty of media space for it. The so far raised 6 million euros have supported over 15 000 women and their families in 12 developing countries. Thousands of women have been provided with vocational training and thousands of small loans have supported the initiation of new business.

From 2015 onwards, Women's Bank funding will be included in the MFA framework as part of FCA's own funding share. Respective women's livelihood and entrepreneurship projects will be included in the MFA partnership programme.

Women's Bank has managed to bring thousands of Finnish citizens together to work towards more just, sustainable and peaceful future. Many of them have never participated in volunteer work before but find Women's Bank's entrepreneurial approach exciting and something that they want to affiliate with.

Changemaker
Changemaker, the youth network founded in 2004, is an advocacy network that strives for global justice. Our activities target social structures that uphold or promote injustice. We offer concrete means to promote peace, human rights and environmental issues. The network operates in conjunction with FCA. Globalisti magazine is published by the network volunteers twice a year.

Besides Finland, there are Changemaker networks also in Norway, Iceland, Hungary, Kenya, Pakistan and Holland. An urge to influence on global development issues and promotion for global justice unites all Changemaker networks. Finnish Changemaker network also supports Changemaker establishment in Cambodia.

The Changemaker Academy is a pilot peace studies training programme jointly organised by Finn Church Aid and the Changemaker Network. 12 highly motivated young adults from Finland were chosen to participate in the programme through an open application process. The Academy's objective is to offer participants the opportunity to deepen and widen their knowledge and skills on the theory and practice of peace work. The training program is made of five training weekends during 2014, and a week-long trip to FCA's programme country, tentatively to Kenya or/and Jordan. During the programme, the participants will also develop a concrete project that will focus on the prevention and eradication of violent radicalisation.

LIST OF ACRONYMS

AACC	All African Council of Churches
ACRL	African Council for Religious Leaders
ACT	Action by Churches Together (ACT Alliance)
ADB	Asian Development Bank
AfDB	African Development Bank
APRODEV	Association of World Council of Churches related Development Organisations in Europe
ARO	Asia Regional Office (FCA)
CAR	Central African Republic
CARO	Central Africa Regional Office (FCA)
CB	Capacity building
CBO	Community based organisation
CLAI	Latin America Council of Churches
COSO	Committee of Sponsoring Organizations (Internal Control, framework)
CSO	Civil society organisation
DRC	Democratic Republic of the Congo
DRR	Disaster risk reduction
EA	Ecumenical Accompanier (volunteer)
EAPPI	Ecumenical Accompaniment Programme in Palestine and Israel
ECWG	Education Global Cluster Working Group
EiE	Education in Emergencies
ESARO	Eastern and Southern Africa Regional Office (FCA)
EU	European Union
ECHO	The European Commission's Humanitarian aid and Civil Protection department
FCA	Finn Church Aid
HAP	Humanitarian Accountability Partnership
HQ	Headquarters (FCA)
HR	Human resources
IADB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IHL	International Humanitarian Law
IHRL	International Human Rights Law
INEE	International Network for Education in Emergencies
INGO	International Non-governmental Organisation
LACRO	Latin America and the Caribbean Regional Office (FCA)
LRRD	Linking relief, rehabilitation and development
LWF	Lutheran World Federation
MFA	Ministry for Foreign Affairs of Finland
MECC	Middle-East Council of Churches
MERO	Middle East Regional Office (FCA)
MoEYS	Ministry of Education, Youth and Sport (Cambodia)
MoU	Memorandum of Understanding
NGO	Non-governmental Organisation
PMER	Planning, monitoring, evaluation, reporting
RBA	Rights-based approach
RL/TLs	Religious and traditional leaders
R2E	Right to Education (FCA)
R2L	Right to Livelihood (FCA)
R2P	Right to Peace (FCA)
SOCO	Somalia Country Office (FCA)
SSUCO	South Sudan Country Office (FCA)
TVET	Technical and vocational education and training
TwB	Teachers without Borders
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNSCR 1325	UN Security Council Resolution 1325
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VSLA	Village Savings and Loan Association
WARO	West Africa Regional Office (FCA)
WCC	World Council of Churches

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ANNEXES

Annex 1 Budget for 2015-2017
Annex 2 Regional Programme Multi-Annual Plans 2015-2017 objectives and indicators
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Annex 2 Regional Programme Multi-Annual Plans 2015-2017 objectives and indicators

Asia Regional Programme

Right to Livelihood (R2L)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (Cambodia, Myanmar, Nepal)	1.1.1 Percentage of vulnerable households in target area earning incomes above the national poverty line (Cambodia, Myanmar, Nepal) 1.1.2 Percentage change in the annual income flows of the households (all HH members and sources of income combined) (Myanmar)	- Project Evaluation reports - Partners QMRs / AMRs. - National / districts statistics - UNDP household living condition assessment reports - UNDP Human Development Report - Government sector reports - Project Review Reports - Group saving and credit scheme reports - Monthly activity reports - Health volunteer reports - School enrolment reports
2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	2.1 Communities have a voice in R2L processes and policy formulation at different levels (Cambodia, Myanmar, Nepal)	2.1.1 Findings and recommendations (research, evaluations) shared with local, district and national duty bearers (Cambodia, Nepal) 2.1.2 Number and type of joint initiatives and other forms of collaboration with key R2L actors at local, district, national, regional and international levels (UN agencies and clusters, Government at different levels, NGO networks, ACT Alliance, private/corporate sector etc.) (Cambodia, Myanmar, Nepal) 2.1.3 Number of vulnerable households and community-based organisations facilitated to participate in local, district, national, regional and international processes and advocacy initiatives related to inclusive R2L (Cambodia, Myanmar)	- Partners' AMRs/QMRs - Workshop report - Project Evaluation report - Village Development Plans (VDP) - Women Group plans and Group reports - VDC and Group minutes and record books - Network meeting records and activity reports - Records of meetings, seminars, workshops conferences etc. - Media coverage, Radio jingles - Government reports
3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	3.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources (Cambodia, Myanmar, Nepal)	3.1.1 Number and type of community-based structures for promotion of sustainable livelihoods established and functioning (farmer/producer/business cooperatives, # and % change in membership (W/M) (Cambodia, Myanmar, Nepal) 3.1.2 Number and size of enterprises established by women and men (Myanmar, Nepal); and number of	- Cooperatives' progress report and membership list - Partners' AMRs/QMRs - Village Development Plans (VDP) - Women Group plans and Group reports - VDC and Group minutes and record books - Network meeting records and activity reports - Project Review Reports

		people employed- micro (1-4 employees) and small (5-50 employees) (Nepal)	- FCA documentation: meetings, seminars, conferences
	3.2 Women and men have equal access to productive assets and markets (Cambodia, Myanmar, Nepal)	3.2.1 Number of women and men facilitated to access improved assets (Myanmar, Nepal)	- Cooperatives' progress report and membership list - Partners' AMRs/QMRs - Village Development Plans (VDP) - Women Group plans and Group reports - VDC and Group minutes and record books - Network meeting records and activity reports - Project Review Reports - Government reports. - Reports from relevant line- ministries. - Records of group / cooperatives /CBOs/ networks' activities. - Periodic monitoring and evaluation reports - Project evaluation reports
		3.2.2 Number of women and men trained in productive and business skills (Cambodia, Myanmar, Nepal)	
		3.2.3 Number and percentage of small holders (women and men) producing surplus over household consumption and selling it in the market (Cambodia, Nepal)	
		3.2.5 Number of communities facilitated to have improved access to markets (context specific) (Myanmar)	
		3.2.6 Number of communities having improved access to extension, advisory and business services (Myanmar)	
		3.2.7 Number of Households facilitated to access appropriate improved technologies (e.g. agriculture cultivation technique, processing systems, irrigation system, hydroponic system, drip system etc.) (Cambodia)	

Right to Education (R2E)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have equal and uninterrupted access to education	1.1 Communities have access to education through education / education in emergencies projects (Cambodia, Myanmar, Nepal)	1.1.1 Number and type of projects improving educational opportunities of the most vulnerable, e.g. second chances. The most vulnerable groups are identified through assessment (Cambodia, Myanmar, Nepal)	- New initiatives/projects functional - Project Documents - Thematic Assessment reports - MoE data - Data from community leaders/PTA's etc. - Training /job placement reports - Flash reports (1 and 2) - Partners' QMRs / AMRs - TVET reports - Country Program Action Plans - Context analyses - EPRPs - Risk Assessment reports
		1.1.2 Number of beneficiaries having access to education: primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programmes (formal or non-formal) (disaggregated by vulnerability factors and gender) (Cambodia, Myanmar, Nepal)	
		1.1.3 Existence of different types of preparedness plans (e.g. FCA programme level /FCA project level/school and community level plans) to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted (Cambodia, Nepal)	
	1.2 Advocacy needs, potential partners and networks are identified and advocacy possibilities used (Cambodia)	1.2.1 Number and type of advocacy initiatives (note: access and quality of education) (Cambodia)	- Partners' Report

	1.3 Greater impact achieved through coordination and collaboration (Cambodia, Myanmar)	1.3.1 Number of coordination meetings, number of joint initiatives at regional and country level with education actors (e.g. UN Agencies, Government, MoE, National Education Cluster, ACT Alliance, Education Partners) (Cambodia, Myanmar)	- Meeting minutes - Joint Action/Response Plans - Joint initiatives - Joint statements
2. Quality of education is improved	2.1 Learning environments are secure and safe and promote protection and well-being (Cambodia, Myanmar)	2.1.1 Number and type of learning environments established (temporary learning spaces, semi-permanent and permanent schools constructed, schools rehabilitated) (Cambodia, Myanmar)	- Partners' reports - School evaluation reports - Project evaluation reports - Monitoring reports - Staff/student interviews - Sector/cluster reports
		2.1.2 % of learning environments with adequate quantity of education materials/kits and school furniture (Cambodia, Myanmar)	
		2.1.3 % of learning environments with adequate services e.g. water and sanitation (clean water, male and female latrines), psychosocial support, peace education, child protection, referral systems, school feeding (Myanmar)	
	2.2 Quality of teaching is improved (Cambodia, Myanmar)	2.2.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes, e.g. psychosocial support, child protection, peace education, life-skills) (note: type of teacher training includes both pre-service and in-service teacher training) (Cambodia, Myanmar)	- Partners' reports - Training reports - Post-training evaluation - Graduation lists
		2.2.2 Number of teachers trained (disaggregated by gender) (Cambodia, Myanmar)	
		2.2.6 Number and type of initiatives to link learning to earning (Cambodia)	
		2.2.7 Number and type of capacity support provided (Cambodia, Myanmar)	
	2.3 Communities are involved in ensuring quality education (Cambodia, Myanmar, Nepal)	2.3.1 % of TSLs / schools have PTAs, School Management Committees or Community Committees for Education to ensure community participation, commitment and ownership (Cambodia, Myanmar, Nepal)	- Partners' reports - New initiatives/projects functional - Project Documents - Assessment reports - MoE data - Data from community leaders/PTA's etc.
		2.3.2 Number and type of trainings organised for community members and local authorities in relevant skills (e.g. participation, management and good governance, disaster risk reduction and disaster preparedness) (Cambodia, Myanmar, Nepal)	
	2.4 National education systems are strengthened (Cambodia)	2.4.1 Number and type of capacity support provided to educational authorities (Cambodia)	- Career counselling guideline approved by MoEYS - Partners' report
		2.4.2 Type of new initiatives (career counseling) which are implemented in relevant levels (Cambodia)	

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	2.5 Quality standards applied in education projects and FCA programming (Cambodia, Myanmar)	2.5.1 % of education projects which meet INEE Education Minimum Standards and/or minimum construction standards or other quality standards (INEE, Sphere, Government) (Cambodia, Myanmar)	- Partners' report - Project evaluation - Project Documents - Assessment reports

Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focussing on the respect for human rights.	1.1 Communities have applied inclusive conflict mediation and reconciliation mechanisms (Cambodia, Myanmar, Nepal)	1.1.1 Number of interventions using community mediation mechanisms (Cambodia, Myanmar)	- Partners' reports - Land distribution reports - Haliya's loan write-off reports - New initiatives/projects functional - Project documents - Training reports - Case assessment reports - Data from community leaders and members - Monitoring and evaluation reports
		1.1.2 Number of reconciliation processes that communities have been contributing to (Cambodia, Myanmar, Nepal)	
		1.1.3 Number of cases, in which community mediation mechanisms have reduced tensions (Cambodia, Myanmar)	
		1.1.4 Number of cases community supported reconciliation processes have contributed to successful reconciliation (Myanmar)	
	1.2 Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level (Cambodia, Nepal)	1.2.1 Number of community representatives from different countries / districts / prefectures invited to specific peace support structures, disaggregated by gender (Cambodia, Nepal)	- Partners' reports - Project evaluation - Partners' AMRs /QMRs - Media reports - Monitoring report of NAP on 1325 /1820 - Dalit HR monitoring report
		1.2.2 Number and quality of recommendations produced by community members (Cambodia, Nepal)	
		1.2.3 Frequency of participants participation in peace support processes (number of meetings attended / number of meeting organised) (Cambodia, Nepal)	
	1.3 Communities have developed capacity and evolved inclusive peace infrastructures in their communities (Myanmar)	1.3.1 Community designed peace infrastructures developed that may include: capacity building, early warning, conflict prevention/mitigation, alternative dispute resolution mechanisms (e.g. mediation/negotiation), information dissemination, etc. (Myanmar)	- New initiatives/projects functional - Project documents - Assessment reports - Data from community leaders and members
		1.3.2 Community member utilised peace infrastructure to understand, mitigate/prevent and effectively transform/resolve conflicts (Myanmar)	
	1.4 Communities / civil society groups have increased capacity,	1.4.1 Number of community members and/or representative engaged in knowledge and skills sharing	- New initiatives/projects functional - Project documents

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	are included in and effectively contribute to formal and non-formal peace support processes and structures, across the local, sub-national and national level (Myanmar)	around peace support structures/processes (Myanmar)	- Training reports - Assessment reports - Data from community leaders and members - Monitoring and evaluation reports
		1.4.2 Number of community representatives from different counties / districts / prefectures invited to specific peace support structures/processes, disaggregated by gender and age (Myanmar)	
		1.4.3 Number and quality of recommendations produced by community members (Myanmar)	
		1.4.4 Frequency of participants' participation in peace support processes (number of meetings attended / number of meeting organised) (Myanmar)	
2. Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience	2.1 Duty bearers on national and sub-national level have been strengthened to support citizens in the non-violent resolution of conflicts (Cambodia, Nepal) through community lead peace initiatives (Myanmar)	2.1.1 Number and type of state structures on sub-national level with the mandate to protect citizens against violence (Cambodia, Nepal)	- Partners' reports - Partners' AMRs /QMRs - Media reports - Monitoring report of NAP on 1325 /1820 - Dalit HR monitoring report - New initiatives/projects functional - Project documents - Training reports - Assessment reports - Data from duty bearers, community leaders and members - Monitoring and evaluation reports
		2.1.2 Number and type of state institutions on sub-national level that support citizens in the non-violent resolution of conflict (Cambodia, Nepal)	
		2.1.3 Number of duty bearers assigned/engaged in collaborating and supporting community based peace infrastructure initiatives (Myanmar)	
		2.1.4 Number and type of state institutions on sub-national level that collaborate with civil society/communities to support civil society/communities the non-violent resolution of conflicts (Myanmar)	
	2.2 Duty bearers have increased ability and show increased willingness to engage different political and societal actors in the prevention of violent conflict and reduction of tensions (Cambodia, Myanmar, Nepal)	2.2.1 No. of structured dialogue platforms are in place and utilised between local rights-holders, duty bearers and intermediaries (Cambodia, Nepal)	- Partners' reports - Evaluation report - Partners' AMRs /QMRs - Media reports - Monitoring report of NAP on 1325 /1820 - Dalit HR monitoring report - New initiatives/projects functional - Project documents - Training reports - Assessment reports - Data from duty bearers, community leaders and members - Monitoring and evaluation reports
		2.2.2 Duty bearer's ability to engage different political and societal actors in the prevention of violent conflict and reduction of tensions (Cambodia, Nepal)	
		2.2.3 Duty bearers and right holders--utilising community based peace infrastructures--collaborate on the development and effective use of early warning and conflict mitigation/prevention mechanisms (Myanmar)	
		2.2.4 Duty bearers' have the ability and collaborate with right holders to engage different political and societal actors in the prevention of violent conflict and reduction of tensions (Myanmar)	
		2.2.5 Duty bearers and right holder collaborate to develop structured dialogue/mediation platforms between/among local rights-holders, duty bearers (Myanmar)	

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	2.3. Duty bearers and engaged actors at the sub- and national levels have the capacity and provide entry point opportunities for more inclusive civil society engagement in the ethnic peace process (Myanmar)	2.3.1. Duty bearers, actors and civil society/communities share knowledge and skills regarding the ethnic peace process (Myanmar)	- New initiatives/projects functional - Project documents - Training reports - Assessment reports - Data from duty bearers, peace actors and community leaders and members - Monitoring and evaluation reports
		2.3.2. Duty bearers and actors work to ensure rights holders are engaged and/or voice are represented during the ethnic peace process (Myanmar)	

Asia Regional Programme

Central Africa Programmes

Right to Livelihood (R2L)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (DRC, CAR)	1.1.1 Percentage of vulnerable households earning incomes above the national poverty line. (DRC, CAR)	-Baseline data - Annual reports -Annual household survey -Monitoring and evaluation -Project reports, partners reports -Publications of dedicated institutions -Livelihood surveys
		1.1.2 70% of the households assisted have increased income (DRC)	
		1.1.2 Percentage change in the annual income flows of the households (all HH members and sources of income combined); Number of projects targeting vulnerable groups implemented by FCA; Total number of direct and direct beneficiaries reached by FCA programs (CAR)	
	1.2 Vulnerable women in selected communities participate actively in saving and credit groups and have their own income generating activities (DRC)	1.2.1 75 % of the women participating in saving and credit groups have received a loan and their income has increased (DRC)	- Annual report -Annual household survey -Monitoring and evaluation
2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	2.1 Communities have a voice in R2L processes and policy formulation at different levels (DRC, CAR)	2.1.1 Number and type of joint initiatives and other forms of collaboration with key R2L actors at local, district, national, regional and international level (UN, Government, NGOs, ACT Alliance, private sector etc.) (DRC, CAR)	-Meeting report -Participants record - Other relevant documents
		2.1.2 Findings and recommendations (research, evaluations) shared with local, district and national duty bearers (DRC, CAR)	

		2.1.3 Number of partners and community based organisations facilitated to participate in local, district, national, regional and international processes and advocacy initiatives related to inclusive R2L • Number of women and vulnerable groups (DRC, CAR)	
3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	3.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources (DRC, CAR)	3.1.1 Number and size of enterprises established by men and women • Micro (1-4 employees) and small (5-50 employees) (DRC, CAR)	
		3.1.2 75% of the vulnerable youth trained in profession have access to credit to start their businesses (DRC)	-Project report -Monitoring -Annual survey -MOU signed with MFI - Report from the MFI -Number of credit given and reimbursed
		3.1.3 50 % of graduated students from vocational training programmes have established small-scale businesses and created jobs for other youth (DRC)	-Business plans -Monitoring and evaluation - Number of established businesses - Annual survey
		3.1.4 Number of communities facilitated to have improved access to markets (DRC)	
	3.2 Women and men have equal access to productive assets and markets (DRC, CAR)	3.2.1 Number of women and men trained in productive and business skills • On farm and off/non-farm • Business and entrepreneurship (DRC, CAR)	

Right to Education (R2E)

Objective	Sub-objective	Indicator	Means of verification
1. Communities have equal and uninterrupted access to education	1.1 Communities have access to education through education / education in emergencies projects (DRC, CAR priority)	1.1.1 Number of beneficiaries that have access to education: primary education/secondary education/ literacy training/skills training/ vocational training and/or different types of youth programs (formal or non-formal) (disaggregated by vulnerability factors and	- Baseline study - Education cluster' priorities - Humanitarian Action Plan - Annual survey

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		gender) (DRC)	
		1.1.1 Number of Temporary Learning Spaces (TLS) provide access to basic education to displaced children and displaced caregivers affected by the crisis (CAR)	- Project reports - Cluster reports - Ministry reports
		1.1.2 Number of education in emergency projects implemented in the crisis affected areas of North Kivu (DRC)	
		1.1.2 Number of looted schools are reopened and enable access for children to school premises (CAR)	- Project reports - Cluster reports - Ministry reports
		1.1.3 Number of vulnerable youth have been trained in a profession in three sites in North and South Kivu and received a diploma recognised nationally (DRC)	- Annual reports from local partners - Annual survey on education results - Annual evaluation - Regular monitoring visit reports
		1.1.3 FCA is an active member in the global strategic plan for re-opening of schools in CAR (back-to-school initiative) (CAR)	Reports of initiatives (Cluster, Ministry of Education, Strategic Group for Education) with main education actors;
		1.1.4 One (1) education in emergency curriculum developed and reviewed once a year (include non- academic activities) (DRC)	- The module of the curricula developed - Review documentation
		1.1.4 Number of schools that provide access to persons with physical vulnerabilities (CAR)	- Project reports - Cluster report, Ministry reports
	1.2 Advocacy issues based on context specific needs are identified and addressed (DRC, CAR)	1.2.1 Number and type of advocacy initiatives. (DRC, CAR)	- Project plans and reports - Minutes of the consultation meetings organised with different stakeholders - Newspaper articles, broadcasts in media
		1.2.2 Two (2) campaigns on education for all organised with the participation of 3 local NGOs, 5 provincial members of parliament , UNICEF and other interest group representatives to influence the government to prioritise Education for vulnerable children in conflicts affected environments (DRC)	
		1.2.2 Number of policies / laws / strategic papers / plans issued by the government to ensure vulnerable groups and their status acknowledged (e.g. students that lost their marks, refugees who graduated abroad, IDPs	- Report from UNICEF/ World Bank / Ministry - FCA reports - Press

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		that needs free access to school, tailored exams sessions for isolated communities…); Number of policies that address the situation of children with disabilities (CAR)	
		1.2.3 One (1) new professional training curriculum developed by an expert in vocational training in collaboration with local authorities, with the support of FCA and partners and adopted in DRC at provincial level. (DRC)	- The modules of the curriculums - Ministry of Education decisions, meeting minutes at provincial and national levels - Advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper) - Provincial education strategies and plans
		1.2.3 % of funding allocated for Educational projects, with particular attention on youth; Number of specific plan for youth in the country plan ; % of government budget allocated to Educational authorities (CAR)	- Report from UNICEF/ World Bank / Ministry - FCA reports - Press
	1.2 Vulnerable groups have access to tailored education opportunities, with particular attention to the insertion of youth in education system and access to work market (socialization) (CAR priority)	1.2.1 Number or % of IDPs registered in projects; Number of returned children registered in projects; Number projects and beneficiaries from other vulnerable groups (early marriage, child soldiers, literacy for girls/women…) (CAR)	- School records - Projects records and reports - Other actors (Ministry, Cluster) reports
		1.2.2 Number of kindergarten reopened / supported; Number of pre-school beneficiaries (CAR)	- Project records - Other reports
		1.2.3 Number of "idle / generic out-of school youth" benefiting from FCA projects (CAR)	
	1.3 Greater impact achieved through coordination and collaboration (DRC)	1.3.1 Number and type of joint initiatives at regional and country level with Education actors (eg. UN agencies, Government, MOE, National Education Cluster, ACT Alliance, Education Partners) (DRC)	- Project plans a and reports - Minutes of the consultation meetings organised - Monitoring visit reports

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		1.3.2 Participation in Education cluster meetings followed by bi- annual field visits to FCA financed projects by education cluster representatives and members (DRC)	
2. Quality of education is improved	2.1 Learning environments are secure and safe and promote protection and well-being (DRC, CAR priority)	2.1.1 Number and type of learning environments established/ rehabilitated/ improved (temporary learning spaces, semi-permanent and permanent schools constructed, schools rehabilitated) (DRC, CAR)	- Project reports - Cluster reports - Ministry reports
		2.1.2 Construction/rehabilitation of 106 classrooms in North Kivu to enable 8000 vulnerable children to have access to education in decent learning environment (DRC)	- Field monitoring reports, project reports - Photographs - Observations - Annual evaluation
		2.1.3 % of learning environments with adequate quantity of education materials/kits and school furniture (DRC, CAR)	
		2.1.4 Distribution of school kits to 80% of the most vulnerable children enrolled in FCA equipped constructed /renovated schools in in North Kivu (DRC)	- Field monitoring reports, project reports - Photographs - Observations - Distribution lists
		2.1.5 % of learning environments with adequate services eg. water and sanitation, psychosocial support, child protection, referral systems, school feeding (DRC, CAR)	
		2.1.6 90 % of learning environments are provided with safe and cleaned water and sanitations for the students according to INEE standards (DRC)	- Field monitoring reports, project reports - Photographs - Observations - Interviews - Annual Reports of the Institutes
	2.2 Quality of teaching is improved	2.2.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes) (DRC, CAR)	- Project reports

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		2.2.2 106 teachers (75% males and 25% females) are trained in new learning approaches including psychosocial support using a newly developed curriculum in emergency context (DRC)	- Teacher Training records, attendance lists - Plans and Reports - Training Evaluation - Pre and post tests
		2.2.2 Number of teachers trained (disaggregated by gender); Number and type of capacity support provided (CAR)	
		2.2.3 80 % of vulnerable youth enrolled in vocational training programmes have graduated and 40% of them are female (DRC)	- Statistics - Completion Records
		2.2.4 75% of the students graduated from the vocational training centers are employed or self/employed within a year after the completion of their studies, 40 % of them being female (DRC)	- Annual survey on results of the country programme
	2.3 Communities are involved in ensuring quality education (DRC, CAR priority)	2.3.1 % of TSLs /schools that have PTAs/ Number and % of active PTAs, School Management Committees or Community Committees for education to ensure community participation, commitment and ownership. (DRC, CAR)	
		2.3.2 90 % of TSLs / schools have PTAs, School Management Committees or Community Committees for Education to ensure community participation, commitment and ownership (DRC)	- Project reports - Meeting minutes - Attendance lists - Annual evaluation
	2.3 Tailored educational initiatives are relevant to specific groups and enable the improvement of the level of education with particular attention to linkages between primary and secondary education and in vocational training opportunities (CAR)	2.3.3 Number of pre-school surveys to monitor access to primary education; Number and % of students that passes exams / school year after catch-up classes; 2.3.4 Number and % of beneficiaries from	- Project reports - Cluster reports - Ministry reports

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		vulnerable groups that enter the school formal education after tailored activities (IDPs, returnees, over-aged students, child soldier) (CAR)	
	2.4 National education systems is strengthened	2.4.1 Two (2) projects are developed in joint collaboration with education local authorities to design appropriate programmes for youths' professional, economic and social insertion. (DRC)	- MoUs signed - Plans and Reports - Consultation meeting minutes - Training agendas and evaluations - Annual survey on results of the country programme
	2.5 Quality standards applied in education projects and FCA programming (DRC, CAR)	2.5.1 % of education projects that meet INEE Education Minimum Standards and/or minimum construction standards or other quality standards (INEE, Sphere, Government) (DRC, CAR)	- Monitoring visit Reports - Midterm Reviews - Evaluations
3. State and non-State actors have their capacity in Educational agency improved (CAR)	3.1 State and non-State actors have understanding of their role in the Educational system and have capacity to manage (CAR)	3.1.1 Number and type of training in Education in Emergencies, transitional Education of Management of Educational programs organised by FCA or with partners; Number of joint monitoring missions with other state or non-state actors to supervise educational programs (CAR)	Reports, visits, media
	3.2 State and non-state actors have resources and facilities to ensure their role in the education sphere (CAR)	3.2.1 Number and type of support initiatives to local authorities and partners (rehabilitation of buildings, donation of vehicles, solar panels, office equipment, reproduction of textbooks, support to examination centers) (CAR)	- Project reports - Ministry reports

Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focussing on the respect for human rights	1.1 Communities have applied conflict mediation and reconciliation mechanisms (DRC, CAR) CAR: • Support National Plan for reconciliation and social cohesion objectives;	1.1.1 Number of trainings for community leaders, on peace and human rights, non-violent conflict resolution, community mediation and community violent conflict resilience (DRC)	
	• Work with UNDP on "local mediation networks", with special focus on the religious and traditional leaders; be implementing partner of UNDP	1.1.2 20 community leaders are identified and selected to attend conflict resolution, mediation and prevention training in 4 selected communities in North and South Kivus (DRC)	- Community leaders mapping - Training curriculum - Participant list and record - Survey
	• Support to Women and Youth Platforms in collaboration with the CRS, and RfP, especially on them have "antenna networks" toward the local level; • Use parents-teacher associations as local civil society structures for increasing understand of conflict dynamics on local level.	1.1.1 Number of joint initiatives between FCA, Ministry of Reconciliation, UNDP and other partners; Number of "local mediation networks" established; Number of local women & youth associations supported; Number of PTAs active in mediation, peacebuilding, sensitization to return and reintegration, and other responsible citizenship activities Pilot local mediation training designed and assessed; Number of trainings implemented (CAR)	- Project reports; - Ministry reports; - Partners reports (UNDP); - News, Press & Medias; - Network meeting minutes - PTA documentation - Pilot training documentation - List of participants
	1.2 Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level. • CAR initiative: Work with UNDP on "local mediation networks", with special focus on the religious and traditional leaders be implementing partner of UNDP; • Follow up of the initial "religious leader's mapping" into an ongoing documentation of peace support structures on different levels (bringing together the peace support mechanisms of different actors and as well as strengthening the understanding of local	1.2.1 Pilot local mediation training designed and assessed; Number of trainings implemented; Diversity of training participation assessed; Mapping of religious leaders on local level planned and implemented; Coverage of local mapping; Community of interest formed and participants specified; Number of meetings; Number of joint activities (CAR)	see above planning documents mapping reports Communities meeting documentation

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	level); • Continuation of the "CAR religious peacebuilders reference group", a non-formal "community of interest" regarding religious leadership supporting peace, consisting of national actors (Women Platform, Youth Platform, Government liaison) and international actors in CAR (FCA, CRS, UNDP, Tearfund, WV, SFCG, C.R., Caritas), and international actors (Network, OIC, RfP) (CAR)		
	1.3 School communities are active promoters of peace, return to schools, reconciliation and responsible citizenship (CAR)	1.3.1 Number of directors and other school personnel trained on responsible citizenship, positive reintegration and other context-relevant information; Number of PTAs members that have been trained and active in the sensitization for return, positive reintegration and responsible citizenship; Number and type of initiatives to spread messages of sensitization (school caravans, theatre, PTAs activities and meetings) (CAR)	- Project reports; - MEN reports; - Community surveys;
2. Local communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level	2.1. National Peace support structures are more inclusive and include the local level (DRC)	2.1.1 Number of community representatives from different counties/ districts/prefectures invited to specific peace support structures, disaggregated by gender (DRC)	
		2.1.2 Through the Alternatives group, 4 dialogue initiatives take place, leadership mapping for both South and North Kivus is conducted; the causes of the conflicts are identified and proposed alternatives for changes are promoted through advocacy efforts. (DRC)	
3. Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience.	3.1 Duty bearers on national and sub-national level have been strengthened to support citizens in the non-violent resolution of conflicts (DRC, CAR)	3.1.1 100 duty bearers (with 40% of women) selected to participate in the national dialogue including 20 community leaders, 24 religious leaders, 30 traditional leaders , 20 civil society members and 6 international community members to promote peaceful conflict	- Project report -Monitoring report -List of participants -Statistics - Minutes of the meetings -Radio broadcasting

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		resolution and prevention through mediation. (DRC)	-Photograph -Field visit reports
		3.1.1 Continuation of the "CAR religious peacebuilders reference group", a non-formal "community of interest" regarding religious leadership supporting peace, consisting of national actors (Women Platform, Youth Platform, Government liaison) and international actors in CAR (FCA, CRS, UNDP, Tearfund, WV, SFCG, C.R., Caritas), and international actors (Network, OIC, RfP,) (CAR)	
	3.2 Duty bearers have increased ability and show increased willingness to engage different political and societal actors in the prevention of violent conflict and reduction of tensions. (DRC, CAR)	3.2.2 Two (2) Provincial contact groups selected among the duty bearers including 50% of women have been established in south and North Kivu one each to coordinate all relating peace works and report quarterly on their activities in the field. (DRC)	-Minutes of the election -List of members -List of participants -Statistics -Monitoring reports
	3.3 Women's participation in different forums concerning peace, stabilization and reconstruction is promoted and awareness of and respect for equal rights of women improved (DRC)	3.3.1 One annual advocacy campaign organised in collaboration with partner organisations on supporting national and international advocacy on UNSCR 1325, CEDAW, UN Human Rights Council's Universal Periodic Review and other relevant processes enhancing women's leadership in DRC (DRC)	- Annual project plans and reports - Project evaluations -Visibility material and media coverage - Annual survey
3. Religious and traditional leaders are positively contributing to conflict prevention, mediation, conflict resolution and reconciliation, while promoting and respecting human rights (CAR)	3.1 Increased capacities of religious/traditional leaders to contribute to conflict prevention, mediation, conflict resolution and peace and promote human rights (CAR)		
	3.2 Religious and traditional leaders have prevented the outbreak of open violence and contributed to mediation and reconciliation. • Supporting reconciliation activities within the Muslim community in CAR. These will enable the Muslim community to be able to work on joint recommendation and inputs to any national peace support processes. (CAR)	3.2.1 Reconciliation process planned; Mapping of relevant Muslim participants completed; Number of meetings; Relevant Muslim group represented in meetings (CAR)	-Meeting minutes -Participation lists

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Right to Livelihood (R2L)

Objectives	Sub-objectives	Indicators	Means of verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (Kenya, Mozambique, Somalia, South Sudan, Uganda)	1.1.1. Number of vulnerable households earning incomes above the national (regional) poverty line, % change (Kenya, Somalia, South Sudan, Uganda)	Household survey Baseline, midline, endline National/ regional statistics
		1.1.2 Percentage change in the annual income flows of the households (Mozambique, South Sudan, Uganda)	Household survey Baseline,
		1.1.2. Number of male and female beneficiaries able to provide their family with sufficient food intake due to the project intervention (Somalia)	Baseline, midline, endline Monitoring and evaluation reports using key informant interviews and focus group discussions
		1.1.3 Percentage of target households with food secured under average seasonal condition (South Sudan)	Household survey Baseline, midline, endline National (regional) statistics
	1.2 Agricultural production increased and diversified for poor and vulnerable groups in a sustainable way (South Sudan)	1.2.1 Area of grain (maize and sorghum) production increased by 20% in 2014; 40% in by2017 1.2.2 Area of non-grain (maize & sorghum) production increased by 10% in 2014; 20% by 2017 1.2.3 60% of target farmers achieved 70% of target maize yield (1.2 tone/hectare) from 2014 1.2.4 70 % of target farmers and their immediate neighbours adopted a least one productive and climate resilient farming system (South Sudan)	Household survey Baseline, midline, endline
2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	2.1 Communities have a voice in R2L processes and policy formulation at different levels (Kenya, Mozambique, South Sudan)	2.1.1 Number and type of interactions for sharing research and evaluation findings and recommendations with duty bearers at different levels from local to international (Kenya, South Sudan)	FCA documentation: CPAPs and plans, records of meetings, seminars, conferences etc Partner's monitoring reports: records of meetings, seminars, conferences etc. Media coverage
		2.1.2 Number and type of joint initiatives and other forms of collaboration with key R2L actors at different	Partner's plans and monitoring reports with records of meetings,

		levels from local to international (Kenya, Mozambique, South Sudan)	seminars, conferences FCA documentation: meetings, seminars, conferences Media coverage
		2.1.2 Number of partners and community-based organisations facilitated to participate in local, district, national, regional and international processes and advocacy initiatives related to inclusive R2L (Mozambique, South Sudan)	Partner records Reports of research and evaluation
3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	3.1. Communities' economic activity is increased through employment, enterprise and sustainable management of resources (Kenya, Mozambique, Somalia, South Sudan, Uganda)	3.1.1. Number and type of community-based structures for promotion of sustainable livelihoods established and functioning - farmer/producer/business associations, # and gender disaggregated membership (# of - water, sanitation and environment etc. committees and similar structures for managing shared resources and mitigating resource conflicts, # and gender disaggregated membership (# of W/M) (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Partner's monitoring reports with records of activity (registration documents, constitutions, records of meetings, activity/contingency plans, performance assessments etc. depending on the structure) Baseline, midline, endline
		3.1.2. Number and size of enterprises established by women and men [1] - micro (1-4 employees) - small (5-50 employees) (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Partner's monitoring reports with records of economic activity (premises, products, book-keeping/sales etc.) R2E vocational training follow-up reports Baseline, midline, endline
		3.1.3. Number of men and women employed as a result of the intervention - private sector - humanitarian cash for work and similar interventions (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Partner's monitoring reports with appropriate records Baseline, midline, endline

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[1] There is no universally accepted definition of micro and small enterprises. This is a practical application that takes into account the fact that we typically operate within the informal economy.

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	3.2. Women and men have equal access to productive assets and markets (Kenya, Mozambique, Somalia, South Sudan, Uganda)	3.2.1. Number of women and men facilitated to access improved assets [2] • seeds, livestock, tools, equipment, diversified crops, others (specify) • appropriate improved technologies, e.g. water systems, processing systems, irrigation, others (specify) • grass-root saving and credit facilities / appropriate financial services (cooperative, MFI, bank) (Kenya, Mozambique, Somalia, South Sudan)	Partner's monitoring reports Observation
		3.2.2. Number of women and men trained in productive and business skills (those not reported under R2E) • on-farm (e.g. farming, animal husbandry, forestry and related) • off/non-farm (e.g. different types of processing, manufacturing and services) • business and entrepreneurship (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Partner's monitoring reports with training plans/programmes, lists of participants, records of attendance
		3.2.3. Number of small holders (women and men) producing surplus over household consumption and selling it in the market (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Partner's monitoring reports with records of production and sales Observation of markets Baseline, midline, endline
		3.2.4 Number of communities adopting economically and environmentally sustainable practices • post-harvest handling • seed banks • reserve stocking • crop rotation • forest and water uses (Kenya, Mozambique, Somalia, South Sudan, Uganda)	Relevant assessments Partner's monitoring reports Stakeholder interviews
		3.2.5. Number of communities facilitated to have improved access to markets (Somalia, Uganda)	Partner's monitoring reports Stakeholder interviews
		3.2.4. Number of livestock vaccinated (Somalia)	Monitoring and evaluation reports Vaccination certificates

[2] Access can be facilitated e.g. through direct distribution, on a cost sharing basis or loans.

		3.2.4 Number of communities having improved access to context-specific extension and advisory services (Uganda)	Partner's monitoring reports, Stakeholder interviews
		2.3.6 Number of communities having improved access to agricultural and artisans extension and advisory services (South Sudan)	Partner's monitoring reports with appropriate records Stakeholder interviews
	3.3 IDPs and people in disaster affected areas have access to and increased immediate food consumption (South Sudan)	3.3.1 Number of IDPs and disaster affected people received daily food ration providing at least 2100 kcals per person per day (SPHERE minimum standard) 3.3.2 Number of meals eaten by IDPs and disaster affected people per day (South Sudan)	Project reports, IDPs interview, endline survey

Right to Education (R2E)

Objective	Sub-objective	Indicator	Means of verification
1. Communities have equal and uninterrupted access to education	1.1 Communities have access to education through education / education in emergencies projects (Kenya, Mozambique, South Sudan, Uganda)	1.1.1 Number and type of projects improving educational opportunities of the most vulnerable, e.g. second chances. The most vulnerable groups are identified through assessment. (Kenya, Mozambique, Uganda)	Project plans and reports, CPAPs, Context analyses and Thematic assessment
		1.1.2 Number of beneficiaries have access to education: primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programs (formal or non-formal) (disaggregated by vulnerability factors and gender) (Kenya, Mozambique, Uganda)	School enrolment/attendance records, Completion records and MoE statistics
		1.1.3 Existence of different types of preparedness plans (e.g. FCA programme level /FCA project level/school and community level plans) to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted (Kenya, Uganda)	Copies of finalised preparedness plans
		1.1.1 Number of temporary Learning Spaces (TLSs) established for primary school education in IDP camps and other emergency situations 1.1.2 Number of boys and girls in IDP camps and other fragile situations having access to primary education	Project plans and reports CPAPs Context analyses Thematic assessments School enrolment/attendance records; Completion records

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		1.1.3 Number of TLSs / schools have preparedness plans to ensure that education opportunities are uninterrupted and responses improved (South Sudan)	MoE statistics Copies of finalized preparedness plans
	1.2 Advocacy issues on quality of education are identified and addressed (Mozambique, Uganda)	1.2.1 Number and type of advocacy initiatives undertaken (Mozambique, Uganda)	Project plans and reports, Minutes of the consultation meetings organised with different stakeholders, newspaper articles and broadcasts in media
		1.2.2 Type of changes in policies (e.g. positive change towards inclusive education in national policy) (Uganda)	Ministry of Education decisions, meeting minutes, advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper) and Reports of national education strategies and plans
		1.2.3 Positive changes in practice (Uganda)	interviews (community level, school level, local level)
	1.3 Greater impact achieved through coordination and collaboration (South Sudan, Uganda)	1.3.1 Number and type of joint initiatives at country level with Education actors (e.g. UN Agencies, Government, MoE, National Education Cluster, ACT Alliance, Education Partners) (Uganda)	Project plans and reports, Minutes of the consultation meetings organised, Newspaper articles and broadcasts in media
		1.3.2 Number and type of joint initiatives (e.g. advocacy, support to stand-by mechanism) and other forms of collaboration at global level with Education actors (e.g. UN agencies, Education Global Cluster, INEE, ACT Alliance, Education Partners) (South Sudan, Uganda)	Plans and reports, Minutes of the consultation meetings organised, Deployment decisions, Articles, broadcasts in media and other products
	1.4 Enable need based production & expertise service oriented vocational training & education to illiterate, school dropout youth and persons with special need on different trade courses suitable to them. (South Sudan)	1.4.1 By 2017, at least one vocational training center and production unit are established and functioning in strategic location; 1.4.2 Practical entrepreneurship training is on progress with quality products for marketing and sale after six months of starting of training; 1.4.3 Number of youth and people with special needs trained each year and graduated by the end of 2017 (South Sudan)	Project reports Field visit report Physical inspection Center curriculum Center learning plans Training reports

	1.5 Education opportunities for remote area dwellers including pastoral communities have increased through national and local level advocacy and awareness creation (South Sudan)	1.5.1 An advocacy network established with communities, local and international partners to address the issue of education access in remote rural, including pastoral areas; 1.5.2 Number of functional remote area schools and initiatives to lure pastoral children to education (South Sudan)	Ministry of Education decisions, meeting minutes; Advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper); Reports of national education strategies and plans, interviews (community level, school level, local level)
2. Quality of education is improved	2.1 Learning environments are secure and safe and promote protection and well-being (Kenya, South Sudan, Uganda)	2.1.1 Number and type of learning environments established (temporary learning spaces, semi-permanent and permanent schools constructed, schools rehabilitated) (Kenya, South Sudan, Uganda)	Field monitoring reports, project reports, Photographs and Observations
		2.1.2 % of learning environments with adequate quantity of education materials/kits and school furniture (Kenya, South Sudan, Uganda)	Field monitoring reports, project reports, Photographs, Observations and Distribution lists
		2.1.3 % of learning environments with adequate services e.g. water and sanitation (clean water, male and female latrines), psychosocial support, peace education, child protection, referral systems, school feeding (Kenya, South Sudan, Uganda)	Field monitoring reports, project reports, Photographs, Observations Interviews and Annual Reports of the Institutes
	2.2 Quality of teaching is improved (Kenya, Mozambique, South Sudan, Uganda)	2.2.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes, e.g. psychosocial support, child protection, peace education, life-skills) (note: type of teacher training includes both pre-service and in-service teacher training) (Kenya, Mozambique, South Sudan, Uganda)	Teacher Training records, attendance lists, Plans and Reports and Training Evaluation
		2.2.2 Number of teachers trained (disaggregated by gender) (Kenya, South Sudan, Uganda)	Teacher Training records, attendance lists, Plans and Reports and Training Evaluation
		% of female teachers and female staff (Kenya, South Sudan, Uganda)	Statistics
		2.2.4 Number and % of students who graduate (disaggregated by gender) (Kenya, South Sudan, Uganda)	Statistics and Completion Records

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		2.2.5 Number of graduates employed within a year (disaggregated by gender) (South Sudan, Uganda)	Follow-up reports
		2.2.6 Number and type of initiatives to link learning to earning (Kenya, Mozambique, South Sudan, Uganda)	Project plans and reports, Observations, Annual Reports of the Institutes
		2.2.7 Number and type of capacity support provided (note: Teachers without Borders -volunteers or other education specialists e.g. from the roster recruited) (Kenya, Mozambique, Uganda)	TwB statistics ,Roster statistics and Reports
	2.3 Teachers Education institutions empowered to build the capacity of teaching personnel (South Sudan)	2.3.1 At least one teachers education institution supported with: - education professionals (Teachers without Borders - volunteers or other education specialists e.g. from the roster recruited), - funding and, - managerial mentoring (South Sudan)	Field monitoring reports, project reports Photographs Observations
	2.3 Communities are involved in ensuring quality education (Kenya, Mozambique, South Sudan, Uganda)	2.3.1 % of TSLs / schools have PTAs, School Management Committees or Community Committees for Education to ensure community participation, commitment and ownership (Kenya, Mozambique, South Sudan, Uganda)	Project reports, Meeting minutes and Attendance lists
		2.3.2 Number and type of trainings organised for community members and local authorities in relevant skills (e.g. participation, management and good governance, disaster risk reduction and disaster preparedness) (Kenya, Mozambique, South Sudan, Uganda)	Attendance lists, Training Agendas, Training Evaluations and Project reports
		2.3.3 Type of new initiatives initiated by communities and/ or parents (South Sudan, Uganda)	Interviews, Meeting minutes, Reports and Newspaper articles

2.4 National education systems is strengthened (Mozambique, South Sudan, Uganda)	2.4.1 Number and type of capacity support provided to educational authorities (Mozambique, South Sudan, Uganda)	MoUs signed, Plans and Reports, Consultation meeting minutes Training agendas and evaluations and Reports from the deployments
	2.4.2 Type of new initiatives which are implemented in relevant levels (Mozambique, South Sudan, Uganda)	MoUs signed, Plans and Reports, Consultation meeting minutes, Broadcasts in Media, Articles
2.5 Quality standards applied in education projects and FCA programming (Kenya, South Sudan, Uganda)	2.5.1 % of education projects which meet INEE Education Minimum Standards and/or minimum construction standards or other quality standards (INEE, Sphere, Government) (Kenya, South Sudan, Uganda)	Monitoring visit Reports, Midterm Reviews and Evaluations
	2.5.2 Number of midterm reviews and evaluations (Kenya, South Sudan, Uganda)	Midterm Reviews, Evaluations

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Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focusing on the respect for human rights	1.1. Communities have applied inclusive conflict mediation and reconciliation mechanisms. (Kenya, Mozambique, Somalia, South Sudan)	1.1.1 Number of interventions using community mediation mechanisms (Kenya, Mozambique, South Sudan)	Project reports, Peace/reconciliation agreements, Reports of meetings/consultations Interviews with stakeholders
		1.1.1. Success rate of community mediation interventions (percentage of peace agreements reached out of the total amount of conflicts intervened in) (Somalia)	Peace agreements
		1.1.2 Number of reconciliation processes that communities have been contributing to (Kenya, Mozambique, South Sudan)	Project reports Reconciliation meeting minutes
		1.1.2. Percentage of women's meetings out of the total amount of community mediation meetings held (Somalia)	Meeting minutes Recommendations
		1.1.3 Number of cases, in which community mediation mechanisms have reduced tensions (Kenya, Mozambique, South Sudan)	Project reports, Peace/reconciliation agreements; Reports of meetings/consultations Interviews with stakeholders
	1.2. Communities are part of and contribute to formal and non-formal peace support structures, on regional and national levels. (Kenya, Mozambique, Somalia, South Sudan)	1.2.1 Number of community representatives from different countries / districts / prefectures invited to specific peace support structures, disaggregated by gender (Kenya, Mozambique, South Sudan)	Participant lists
		1.2.1 Comprehensive conflict analysis in place (Mozambique)	
		1.2.1. Annual average number of participants per each identified group represented (women, national/regional authorities, traditional/religious leaders, youth and private sector) in formal and non-formal peace structures (Somalia)	Participant lists
		1.2.2 Number and quality of recommendations produced by community members (Kenya, Mozambique, South Sudan)	Official recommendations and statements, project documents.

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		1.2.2. Number of outputs such as recommendations, peace agreements, action points and discussion of summaries, produced by formal and non-formal peace structures participated by the five identified community groups (Somalia)	Participant lists Meeting minutes Recommendations Peace agreements Action points
		1.2.3 Frequency of participants participation in peace support processes (number of meetings attended / number of meeting organised) (Kenya, Mozambique, South Sudan)	Participant lists, project reports
	1.3. Culture of peace is reinvigorated at communities (Somalia)	1.3.1. Number of female and male students having received classes in peace education (Somalia)	School enrolment lists regarding target classes/ participant lists Activity and quarterly reports
		1.3.2. Number of female and male teachers successfully completing a training on how to teach peace education (Somalia)	Participant lists Pre- and post-training tests Activity and quarterly reports
		1.3.3. Consultation meetings held with relevant regional and federal authorities to explore possibilities to formally include peace education within the national schooling systems (yes/no) (Somalia)	Participant lists Official communication including emails between FCA and authorities Meeting minutes Activity and quarterly reports
2. Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience	2.1. Duty bearers on national and sub-national level have been strengthened to support communities through inclusive and non-violent resolution of conflicts. (Kenya, Somalia, South Sudan, Uganda)	2.1.1 Number and type of state structures on sub-national level with the mandate to protect citizens against violence (Kenya, South Sudan, Uganda)	Partner quarterly and annual reports
		2.1.1. Number of capacity building activities for national/ and or regional level duty bearers on non-violent resolution of conflict (Somalia)	Participant lists Pre- and post-training tests
		2.1.2 Number and type of state institutions on sub-national level that support citizens in the non-violent resolution of conflict (Kenya, South Sudan, Uganda)	Partner quarterly and annual reports reports
		2.1.2. Number of inclusive non-violent conflict resolution processes (including representatives from the five identified groups) conducted by capacitated national/regional duty bearers (Somalia)	Activity, monitoring and evaluation reports Peace agreements Participant lists
	2.2 Duty bearers have increased ability and show increased willingness to engage different	2.2.1 Structured dialogue platforms are in place and utilised between local rights-holders, duty bearers and	Meeting minutes, partner quarterly and annual reports

		political and societal actors in the prevention of violent conflict and reduction of tensions. (South Sudan, Uganda)	intermediaries (South Sudan, Uganda)	
			2.2.2 Duty bearer's ability to engage different political and societal actors in the prevention of violent conflict and reduction of tensions. (South Sudan, Uganda)	Meeting minutes, partner quarterly and annual reports
3. Religious and traditional leaders are positively contributing to conflict prevention, mediation, conflict resolution and reconciliation, while promoting and respecting human rights	3.1. Increased capacities of religious/traditional leaders to prevent the outbreak of open violence and contribute to conflict mediation, conflict resolution and promotion of human rights. (Kenya, Mozambique, Somalia, South Sudan, Uganda)	3.1.1 Type of training and number of religious/traditional leaders participating (Kenya, Mozambique, South Sudan, Uganda)		
		3.1.1. Number of capacity building activities for religious/traditional leaders on conflict prevention, mediation, conflict resolution and promotion of human rights (Somalia)	Activity, monitoring and evaluation reports Participant lists Pre- and post-training tests	
		3.1.2 Number of local peacebuilding networks of religious and traditional leaders (including gender considerations) (Kenya, Mozambique, South Sudan, Uganda)		
		3.1.2. Number of non-violent conflict resolution processes conducted by capacitated religious/traditional leaders (Somalia)	Activity, monitoring and evaluation reports Peace agreements Participant lists	
		3.1.3. Number of identified and supported peacebuilding networks of religious and traditional leaders (Somalia)	Participant lists Activity, monitoring and evaluation reports Recommendations made by the supported networks	
	3.2 Religious and traditional leaders have prevented the outbreak of open violence and contributed to mediation and reconciliation. (Kenya, Mozambique, South Sudan)	3.2.1 Number of violent conflicts where RLs/TLs are involved in the conflict mediation. (Kenya, Mozambique, South Sudan)		
		3.2.2 Number and quality of recommendations made by RLs/TLs to reduce tension or resolve a conflict (peer-to-peer, cross-track) (Kenya, Mozambique, South Sudan)		
		3.2.3 Number of cases in which religious and/or traditional leaders contribute to reconciliation (Kenya, Mozambique, South Sudan)		

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Latin America and the Caribbean Regional Programme

Right to Livelihood (R2L)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (Haiti)	1.1.1 Percentage of vulnerable households earning incomes above the national (regional) poverty line (Haiti)	LWF baseline, midline, endline (Household survey) National (regional) statistics
2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	2.1 Communities have a voice in R2L processes and policy formulation at different levels (Haiti)	2.1.1 Findings and recommendations (research, evaluations) shared with local, district and national duty bearers (Haiti)	FCA documentation: CPAPs and plans, records of meetings, seminars, conferences etc. Partner's monitoring reports: records of meetings, seminars, conferences etc. Media coverage
		2.1.2. Number and type of joint initiatives and other forms of collaboration with key R2L actors at local, district, national, regional and international levels (UN agencies and clusters, Government at different levels, NGO networks, ACT Alliance, private/corporate sector etc) (Haiti)	Partner's plans and monitoring reports with records of meetings, seminars, conferences FCA documentation: meetings, seminars, conferences Media coverage
		2.1.3 Number of partners and community-based organisations facilitated to participate in local, district, national, regional and international processes and advocacy initiatives related to inclusive R2L o Number of women and vulnerable groups (Haiti)	Partner/CBO's plans and monitoring reports with appropriate records of participation, gender disaggregated FCA documentation: CPAPs, advocacy/campaign plans, records Publications, campaign materials, opinion papers etc. Assessments of the results of participation / stakeholder interviews
	2.1 Local communities/right holders and duty bearers work together to provide adequate and sustainable legislative and policy framework for livelihood development (Central America)	2.1.1 Right holders have organised themselves to promote their livelihoods and influence related policies and legal frameworks (Central America)	

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3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	3.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources (Haiti)	3.1.1 Number and type of community-based structures for promotion of sustainable livelihoods established and functioning o farmer/producer/business associations, # and % change in membership (W/M) o farmer/producer/business cooperatives, # and % change in membership (W/M) o water, forestry etc committees and similar structures for managing shared resources and mitigating resource conflicts, # and W/M membership o structures for managing disaster risk, # of contingency plans developed and W/M membership (Haiti)	Partner's monitoring reports with records of activity (registration documents, constitutions, records of meetings, activity/contingency plans, performance assessments etc. depending on the structure) (Baseline, midline, endline) LWF, SCH baseline
		3.1.2 Number of men and women employed as a result of the intervention (private sector/hum cash for work) and number of enterprises established by men/women (Haiti)	Partner's monitoring reports with appropriate records (R2E vocational training follow-up reports) (Baseline, midline, endline) For construction cash for work, FCA reports
	3.2 Women and men have equal access to productive assets and markets (Haiti, Central America)	3.2.1 Number of women and men facilitated to access improved assets o seeds, livestock, tools, equipment, diversified crops, others (specify) o appropriate improved technologies, e.g. water systems, processing systems, electricity, energy, irrigation, others (specify) o grass-root saving and credit facilities/ appropriate financial services (cooperative, MFI, bank) (Haiti)	Partner's monitoring reports with appropriate records depending on type Observation
		3.2.1 Small holders, especially women are able to expand and build small scale businesses 3.2.2 Gender gaps in access to resources have diminished (Central America)	

		3.2.2 Number of women and men trained in productive and business skills (those not reported under R2E)
		  o on-farm (e.g. farming, animal husbandry, forestry and related) and off/non-farm (e.g. different types of processing, manufacturing and services)
		  o business and entrepreneurship
		(Haiti)
			Partner's monitoring reports with training plans/programmes, lists of participants, records of attendance

		3.2.3 Number and percentage of small holders (women and men) producing surplus over household consumption and selling it in the market (Haiti)	Partner's monitoring reports with records of production and sales Observation of markets (Baseline, midline, endline)
		3.2.4 Number and percentage of communities adopting economically and environmentally sustainable practices o post-harvest handling, seed banks, reserve stocking, crop rotation, reforestation, composting, waste management, wood-saving stoves, etc. (Haiti)	Relevant assessments made Partner's monitoring reports Stakeholder interviews
	3.3. The resilience of communities is reinforced to prevent, manage and respond to natural disasters and adapt to climate change (Haiti, Central America)	3.3.1 Number of people trained on DRR, contingency plans created, activities of reforestation, soil protection etc. realised (Haiti) 3.3.1 Risk management and contingency plans exist in communities including screening of acute crisis instruments and their social/market consequences (seed banks, cash/Food for work options etc.). (Central America)	Partner's monitoring reports, lists of participants, records of attendance

Right to Education (R2E)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have equal and uninterrupted access to education	1.1 Communities have access to education through education / education in emergencies projects (Haiti)	1.1.1 Number and type of projects improving educational opportunities of the most vulnerable, e.g. second chances. The most vulnerable groups are identified through assessment. (Haiti)	• *Project plans and reports* • *CPAPs* • *Context analyses* • *Thematic assessments*
		1.1.2 Number of beneficiaries have access to education: primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programs (formal or non-formal) (disaggregated by vulnerability factors and gender) (Haiti)	• *School enrolment/attendance records* • *Completion records* • *MoE statistics*
		1.1.3 Existence of different types of preparedness plans (e.g. FCA programme level /FCA project level/school and community level plans) to ensure that education in emergencies responses are rapid and education opportunities are uninterrupted (Haiti)	• *Copies of finalized preparedness plans* • *PROJECT REPORTS*
	1.1 Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development (Central America)	1.1.1 Awareness of the causes and consequences of dropping out of school has been raised and school drop-out rates are decreasing (Central America)	
		1.1.2 The community is able to support access to formal and non-formal education for those who have lost their first chance (Central America)	
		1.1.3 Vocational trainings and skills development opportunities are in place and are leading to sustainable livelihood options to youth and women (Central America)	
		1.1.4 Risk management plans, including preparedness plans for schools and education authorities are in place. (Central America)	

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	1.1 Advocacy issues based on context specific needs are identified and addressed (Haiti)	1.2.1 Number and type of advocacy initiatives (Haiti)	• *Project plans and reports* • *Minutes of the consultation meetings organised with different stakeholders* • *newspaper articles, broadcasts in media*
		1.2.2 Type of changes in policies (Haiti)	• *Ministry of Education decisions, meeting minutes* • *advocacy meetings organised with local stakeholders broadcasted in media (radio, TV, newspaper)* • *Reports of national education strategies and plans*
2. Quality of education is improved	2.1 Learning environments are secure and safe and promote protection and well-being (Haiti)	2.1.1 Number and type of learning environments established (temporary learning spaces, semi-permanent and permanent schools constructed, schools rehabilitated) (Haiti)	• *Field monitoring reports, project reports* • *Photographs* • *Observations*
		2.1.2 % of learning environments with adequate quantity of education materials/kits and school furniture (Haiti)	• *Field monitoring reports, project reports* • *Photographs* • *Observations* • *Distribution lists*
		2.1.3 % of learning environments with adequate services *e.g. water and sanitation (clean water, male and female latrines), psychosocial support, peace education, child protection, referral systems, school feeding* (Haiti)	• *Field monitoring reports, project reports* • *Photographs* • *Observations* • *Interviews* • *Annual Reports of the Institutes*
	2.1 Right holders are able to claim and duty bearers (state authorities) have capacity to provide quality education (Central America)		
	2.2 Quality of teaching is improved (Haiti)	2.2.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes, e.g. psychosocial support, child protection, peace education, life-skills) *(note: type of teacher training includes both pre-service and in-service teacher training)* (Haiti)	• *Teacher Training records, attendance lists* • *Plans and Reports* • *Training Evaluation*
		2.2.3 # and % of students who graduate	• *Statistics*

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		(disaggregated by gender) OR attend school (Haiti)	• *Completion Records*
		2.2.4 Number and type of initiatives to link learning to earning (Haiti)	• *Project plans and reports* • *Observations* • *Annual Reports of the Institutes*
	2.3 Communities are involved in ensuring quality education (Haiti)	2.3.1 % of TSLs / schools have PTAs, School Management Committees or Community Committees for Education to ensure community participation, commitment and ownership (Haiti)	• *Project reports* • *Meeting minutes* • *Attendance lists*
		2.3.2 Number and type of trainings organised for community members and local authorities in relevant skills (e.g. participation, management and good governance, disaster risk reduction and disaster preparedness) (Haiti)	• *Attendance lists* • *Training Agendas* • *Training Evaluations* • *Project reports*
		2.3.3 Type of new initiatives initiated by communities and/ or parents (Haiti)	• *Interviews* • *Meeting minutes* • *Reports* • *Newspaper articles*
		2.3.4. Community participation committees functioning in school construction (Haiti)	• *Project reports* • *Meeting minutes* • *Attendance lists*
	2.4 National education systems is strengthened (Haiti)	2.4.1 Number and type of capacity support provided to educational authorities (Haiti)	• *MoUs signed Plans and Reports* • *Consultation meeting minutes* • *Training agendas and evaluations* • *Reports from the deployments*
		2.4.2 Type of new initiatives which are implemented in relevant levels (Haiti)	• *MoUs signed Plans and Reports* • *Consultation meeting minutes* • *Broadcasts in Media, Articles*
		2.4.3 Type of new initiatives that enhance the access to education of the most vulnerable groups (poor families, students with special needs) (Haiti)	• *Plans and Reports* • *Consultation meeting minutes* • *Broadcasts in Media, Articles Reports from the deployments*

Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focusing on the respect for human rights.	1.1 Communities have applied inclusive conflict mediation and reconciliation mechanisms. (Haiti)	1.1.1 Number of interventions using community mediation mechanisms (Haiti)	Annual reports, partner monitoring reports, interviews
		1.1.2 Number of reconciliation processes that communities have been contributing to (Haiti)	Annual reports, partner monitoring reports, interviews
	1.1 Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth (Central America)	1.1.1 Local communities support local citizen's initiatives in order to promote citizen security and resolve conflicts and promote respect for human rights with a strong participation of women and youth 1.1.2 Different community lead educational initiatives: peace and human rights education in schools, psychosocial support for affected people (Central America)	
	1.2 Communities have increased understanding of the importance of peace, non-violence and human rights and democracy (Haiti)	1.2.1 Number of people participating in different trainings on peace, non-violence and human rights and democracy (Haiti)	Partner monitoring reports, interviews, assistance lists
	1.3 Inclusive conflict mediation and reconciliation mechanisms exist (Haiti)	1.3.1 Number of community structures established / Number of interventions promoting inclusive mechanisms (Haiti)	Partner monitoring reports, interviews, assistance lists
2. Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience.	2.1 Duty bearers on national and sub-national level have been strengthened to support citizens in the non-violent resolution of conflicts. (Haiti)	2.1.1 Number and type of state structures on sub-national level with the mandate to protect citizens against violence (Haiti)	Annual reports, Partner monitoring reports
		2.1.2 Number of initiatives strengthening duty-bearer's capacities in the non-violent resolution of conflicts on different levels (Haiti)	Annual reports, Partner monitoring reports
	2.1 Decision-makers are willing and equipped to bear their responsibility to promote citizen security, including peaceful resolution of conflicts and protection and promotion of the equal human rights of the members of communities, with special attention to the protection of the most vulnerable. (Central America)	2.1.1 Culture of citizenship, including understanding of citizenship security is promoted by local leaders and citizens (Central America)	
		2.2.2 Structured dialogue platforms are in place and utilised between local rights-holders and duty-bearers with active participation of religious and other local leaders as well as women and youth (Central America)	

Latin America and the Caribbean Programme

Middle East Regional Programme

Right to Livelihood (R2L)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (OPT)	1.1.1 % change in the annual income flows of the households (all HH members and sources of income combined (OPT)	Baseline study
	1.2 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (Lebanon)	2.1.1 % of women became well trained. 2.1.2 % of women access to job opportunities after training 2.1.3 Number of job opportunities are offered to the trained women 2.1.4 Number of women job seeker hired in the public and private sector. 2.1. 5 Number of new women applicants demanding VTs.	-Pre and post assessment (questionnaire and interviews with beneficiaries and CSOs) -Home visit evaluation (FCA) -External evaluator report. -Vocational Trainings attendance sheets
2. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	2.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources (IOPT, Lebanon)	2.1.1 Number and/or percentage of beneficiaries adopting economically and environmentally sustainable practices (OPT) 2.1.2 Number and/or percentage of small holders (women and men) producing surplus over household consumption and selling it in the market (OPT) 2.1.3 Number and type of community-based organisations for promotion of R2L established and functioning (farmer/producer/business associations, cooperatives, etc.) (Lebanon) 2.1.4 Number and size of enterprises established by women and men (Lebanon) -income generation -micro -small 2.1.5 Number and type of jobs created in the communities (Lebanon)	-Monthly monitoring; field visits; partner quarterly reports -VT certificates. -Graduation ceremony -Media coverage(success stories)

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	2.2 Women and men have equal access to productive assets and markets (Jordan, Lebanon)	2.2.1. % of women trained. 2.2.2. % of women access to job opportunities after training 2.2.3. Number of job opportunities are offered to the trained women 2.2.4. Number of women job seeker hired in the public and private sector. 2.2.5. Number of new women applicants demanding VTs.	-Pre and post assessment (questionnaire and interviews with beneficiaries and CSOs) -Home visit evaluation (FCA) -External evaluator report. -Vocational Trainings attendance sheets
	2.3 Syrian and vulnerable Jordanian youth gain access to productive assets and income generation (Jordan)	2.3.1. %of vulnerable Jordanian youth from both gender participated in the activities 2.3.2. % of Syrian refugees' youth participated in the activities.	- Attendance sheet for the activities. - Success stories reported. - Feedback visits

	2.4 targeted households economic activity is increased through small scale agricultural activities
	
	(Jordan)
		2.4.1 Number and type of community-based organisations for promotion of R2L established and functioning (farmer/producer/business associations, cooperatives, etc.)
		2.4.2. Number and size of enterprises established by women and men
		   - income generation
		   - micro
		   - small
		
		2.4.3 Number and type of jobs created in the communities
		   - private sector
		   - intervention, e.g. cash for work
		2.4.4 Change in incomes earned
			Monthly monitoring; field visits; partner quarterly reports

3. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	3.1 increased capacity of local communities leading to enhanced dialogue and collaboration with duty bearers (Jordan)	3.1.1 Local and national advocacy issues identified and collaboration initiated with relevant networks and partners (note global impact: land rights, women's enterprise) 3.1.2 Number and type of local level initiatives by community based organisations. 3.1.3 Number of partners and community-based organisations facilitated to participate in local, national, regional and international R2L processes and advocacy initiatives	- Advocacy campaign/s news published - Minutes of meetings

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| | | - Role and participation of women
- UPR and CEDAW processes | |
| | 3.2 increased capacity, awareness, participation amongst local communities on social and economic rights (Jordan) | 3.2.1 Number and type of joint initiatives and other forms of collaboration at national and regional level with key R2L actors (UN Agencies, Clusters, Government, Ministries, ACT Alliance, national or regional NGO networks etc.) | -Researches results documentation
-Minutes of joint initiatives; national, regional and global meetings.
-Media coverage(Newspapers articles, TV interviews) |

Right to Education (R2E)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Communities have equal and uninterrupted access to education	1.1 Advocacy issues based on context specific needs are identified and addressed (OPT, Lebanon)	1.1.1 Nr and type of joint initiatives/advocacy campaigns and other forms of collaboration at national and regional level with key R2E actors.	-Researches results documentation -Minutes of joint initiatives; national, regional and global meetings. -Media coverage(Newspapers articles, TV interviews)
	1.2 Out of school youth go back to formal education through coordinated referral systems (Lebanon, Jordan)	1.2.1 % of out of school refugees youth back to formal education 1.2.2 Referral system with relevant education entities is in place.	- Referral forms - Feedback reports.
	1.3 Greater impact achieved through coordination and collaboration (OPT)	1.3.1 Nro of joint initiatives (ex UN, INGO, ACT)	- Project documents
	1.4 Syrian refugee youth and vulnerable Jordanian youth gain access to complementary non-formal/informal educational opportunities (Jordan)	1.4.1 The most vulnerable groups are identified through assessments; increased # of projects improving educational opportunities of the most vulnerable (e.g. second chances) 1.4.2 % of Syrian youth and vulnerable Jordanian youth attended the informal educational sessions and classes 1.4.3 Nr of informal education activities implemented in both camps and host communities. 1.4.4 A set of EiE manuals has been issued and used.	- Informal education materials. - Pre and post assessment questionnaires - Monitoring reports. - Impact evaluation report.

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2.Quality of education is improved (Jordan)	2.1 Learning environments are secure and safe and promote protection and well-being	2.1.1 Nr of class rooms, playgrounds and youth centers used for informal education activities have been rehabilitated to match EiE standards.	- Construction/rehabilitation contracts - Reports and pictures
	2.2 Quality of teaching is improved through enhancing skills of teachers, trainers and ToTs	2.2.1 Nr of EiE sessions has been provided to public teachers. 2.2.2 Nr of ToT certified.	- Reports - ToT certificates - ToT materials documented.
	2.3 National education systems is strengthened	2.3.1 EiE is included in the curriculum of national teachers' trainings centers. 2.3.2. EiE materials are circulated and reviewed by national schools in all regions.	- EiE materials adapted as curriculum.

Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Targeted beneficiaries in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focusing on the respect for human rights.	1.1 Targeted beneficiaries are aware of their rights and are capable demanding them (OPT)	1.1.1 Nr of participants in training sessions	- Feedback reports
	1.2 Conflict resolution mechanisms based on international legitimacy (IHL and IHRL) are strengthened through building the capacity of youth and local actors to promote peace (OPT)	1.2.1 Nr of participants in training sessions	- Baseline - Quarterly reports - Feedback reports
	1.3 Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level (Lebanon)	1.3.1 Nr and area of communities selected for community conflict resolution capacity assessment 1.3.2 Nr of communities with completed community conflict resolution capacity assessment 1.3.3 Nr and quality of reports explaining community mediation mechanisms	- Conflict resolution materials/PPT - Pre and post assessment research/ baseline studies (Hosting and refugees communities) - Conflict prevention and resolution booklets and manuals.
	1.4 To contribute towards decreasing gender based violence (Jordan, Lebanon)	1.4.1 Nr of gender based violence awareness sessions has been implemented in both communities. 1.4.2 Nr of violence against women -campaigns	- Attendance sheets - Printing materials for CMM. - Success stories documentation

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		has been initiated and or contribution.	
2. Duty bearers and intermediaries have the capacity to bear their responsibility to protect citizens from violent conflict, with focus on supporting community resilience.	2.1 Duty bearers have increased ability and show increased willingness to engage different political and societal actors in the prevention of conflict and reduction of tensions.	2.1.1 Nr and area of communities selected for community conflict resolution capacity assessment 2.1.2 Nr of communities with completed community conflict resolution capacity assessment 2.1.3 Nr and quality of reports explaining community mediation mechanisms	- Conflict resolution materials/PPT - Pre and post assessment research/ baseline studies (Hosting and refugees communities) - Conflict prevention and resolution booklets and manuals.
	2.2 Contribute to reducing tensions between host communities and refugees	2.2.1 Reported change in skills and attitudes towards community peace support structures. 2.2.2 Nr of trainings for community leaders, on peace and human rights, non-violent conflict resolution, community mediation and community violent conflict resilience.	- Attendance sheets - Printing materials for CMM. - Success stories documentation - Feedback visits

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West Africa Regional Programme

Right to Livelihood (R2L)

Objective	Sub-objective	Indicator	Means of verification
1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development	1.1 Vulnerable members of communities have sufficient incomes to cater for their needs and develop their wellbeing (Liberia, Sierra Leone)	1.1.1 Percentage of households earning incomes above the national poverty line, % change (Liberia, Sierra Leone)	-Household survey -Baseline, midline, endline -National (regional) statistics
		1.1.2 Percentage change in the annual income flows of the households (Liberia, Sierra Leone)	Household survey Baseline, midline, endline
2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods	2.1 Communities have a voice in R2L processes and policy formulation at different levels (Liberia, Sierra Leone)	2.1.1 Number and type of joint initiatives and other forms of collaboration with key R2L actors at different levels from local to international (Liberia, Sierra Leone)	Partner's plans and monitoring reports with records of meetings, seminars, conferences; FCA documentation: meetings, seminars, conferences Media coverage
		2.1.2 Number of partners and community based organisations facilitated to participate in processes and advocacy initiatives related to inclusive R2L at different levels from local to international (Liberia, Sierra Leone)	Partner/CBO's plans and monitoring reports with appropriate records of participation, gender disaggregated FCA documentation: CPAPs, advocacy/campaign plans, records Publications, campaign materials, opinion papers etc. Assessments of the results of participation / stakeholder interviews

3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways	3.1 Communities' economic activity is increased through employment, enterprise and sustainable management of resources (Liberia, Sierra Leone)	3.1.1 Number and size of enterprises (micro/small) established by women and men (Liberia, Sierra Leone)	Partner's monitoring reports with records of economic activity (premises, products, book-keeping/sales etc.) R2E vocational training follow-up reports (Baseline, midline, endline)
	3.2 Women and men have equal access to productive assets and markets (Liberia, Sierra Leone)	3.2.1 Number of women and men facilitated to access improved, context-specific assets by type (Liberia, Sierra Leone)	Partner's monitoring reports with appropriate records depending on type Observation
		3.2.2 Women and men trained in on-farm, off/non-farm productive skills and in business skills (not reported under R2E) (Liberia, Sierra Leone)	Partner's monitoring reports with training plans/programmes, lists of participants, records of attendance

Right to Education (R2E)

Objective	Sub-objective	Indicator	Means of verification
1. Communities have equal and uninterrupted access to education	1.1 Communities have access to education through education / education in emergencies projects (Liberia, Sierra Leone)	1.1.1 Number of beneficiaries have access to education: primary education, secondary education, literacy training, skills training, vocational training and/or different types of youth programs (formal or non-formal) (disaggregated by vulnerability factors and gender) (Liberia, Sierra Leone)	School enrolment/attendance records Completion records MoE statistics
	1.2 Advocacy issues based on context specific needs are identified and addressed (Liberia, Sierra Leone)	1.2.1 Number and type of advocacy initiatives (note: access and quality of education) (Liberia, Sierra Leone)	Project plans and reports Minutes of the consultation meetings organised with different stakeholders Newspaper articles, broadcasts in media

2. Quality of education is improved	2.1 Quality of teaching is improved (Liberia, Sierra Leone)	2.1.1 Number and type of teacher trainings organised (in teaching methods, in core subject knowledge, in emergency curriculum themes, e.g. psychosocial support, child protection, peace education, life-skills) (note: type of teacher training includes both pre-service and in-service teacher training) (Liberia, Sierra Leone)	Teacher Training records, attendance lists Plans and Reports Training Evaluation
		2.1.2 Number and type of initiatives to link learning to earning (Liberia, Sierra Leone)	Project plans and reports Observations Annual Reports of the Institutes
	2.3 National education systems is strengthened (Liberia, Sierra Leone)	2.3.1 Number and type of capacity support provided to educational authorities (Liberia, Sierra Leone)	MoUs signed Plans and Reports Consultation meeting minutes Training agendas and evaluations Reports from the deployments

Right to Peace (R2P)

Objectives	Sub-objectives	Indicators	Means of Verification
1. Local communities in fragile contexts have enhanced capacity to prevent and resolve violent conflicts, using inclusive mechanisms and focussing on the respect for human rights.	1.1 Communities have applied inclusive conflict mediation and reconciliation mechanisms. (Liberia, Sierra Leone)	1.1.1 Number of interventions using community mediation mechanisms (Liberia, Sierra Leone)	Partner's monitoring reports Observations
		1.1.2 Number of reconciliation processes that communities have been contributing to (Liberia, Sierra Leone)	

	1.2 Communities are part of and contribute to formal and non-formal peace support structures, on local, sub-national, national and international level. (Liberia, Sierra Leone)	1.2.1 Number of community representatives from different counties / districts / prefectures invited to specific peace support structures, disaggregated by gender (Liberia, Sierra Leone)	Partner's monitoring reports with lists of participants Observations
		1.2.2 Frequency of participants participation in peace support processes (number of meetings attended / number of meeting organised (Sierra Leone)	
2. Religious and traditional leaders are positively contributing to conflict prevention, mediation, conflict resolution and reconciliation, while promoting and respecting human rights.	2.1 Increased capacities of religious/traditional leaders to contribute to conflict prevention, mediation, conflict resolution and peace and promote human rights. (Liberia, Sierra Leone)	2.1.1 Type of training and number of religious/traditional leaders participating. (Liberia, Sierra Leone)	Partner's monitoring reports with training plans/programmes, lists of participants, records of attendance
		2.1.2 Number of local peacebuilding networks of religious and traditional leaders (including gender cnosiderations). (Liberia, Sierra Leone)	
	2.2 Religious and traditional leaders have prevented the outbreak of open violence and contributed to mediation and reconciliation. (Liberia, Sierra Leone)	2.2.1 Number of cases in which religious and/or traditional leaders contribute to reconciliation. (Liberia, Sierra Leone)	