Index

Outlook from Executive Director ................................................................. 4
Executive Summary .................................................................................. 5
Snapsots of Finn Church Aid's work during 2015 ..................................... 6
Where we work .......................................................................................... 8

1 Programme Overview ........................................................................... 10
1.1 Finn Church Aid's Strategy and Priorities ...................................... 10
1.2 FCA's Global Programme Objectives ............................................ 11
1.3 Progress and Development of our Programme Work ................. 12
1.3.1 Rights-based approach (RBA) .................................................. 12
1.3.2 Gender ...................................................................................... 13
1.3.3 FCA's working context and Holistic Programme in 2015 ....... 15
1.3.4 Right to Livelihood (R2L) ......................................................... 16
1.3.5 Right to Education (R2E) .......................................................... 19
1.3.6 Right to Peace (R2P) ................................................................. 22
1.3.7 Advocacy .................................................................................. 26
1.3.8 Humanitarian assistance .......................................................... 30
1.4 Partnerships and Networks ............................................................... 31
1.5 Fundraising and Finances ................................................................. 35

2. Annual Programme Reports ............................................................... 37
I. Country Programme Annual Reports ................................................. 37
2.1 Asia .................................................................................................... 38
Cambodia .................................................................................................. 39
Myanmar ................................................................................................. 44
Nepal ........................................................................................................ 48

2.2 Central and West Africa ................................................................. 53
Democratic Republic of the Congo (DRC) ........................................... 55
Central African Republic (CAR) ........................................................... 59
Liberia ..................................................................................................... 62
Sierra Leone ........................................................................................... 65

2.3 Eastern and Southern Africa ......................................................... 68
Eritrea ...................................................................................................... 70
Kongo ....................................................................................................... 72
Mozambique ............................................................................................ 75
Somalia .................................................................................................... 79
South Sudan ........................................................................................... 82
Uganda ..................................................................................................... 86

2.4 Latin America and the Caribbean .................................................. 90
Central America .................................................................................... 91
Haiti .......................................................................................................... 96

2.5 Middle East ....................................................................................... 99
Israel and Occupied Palestinian Territories (oPt) ............................... 100
Jordan ...................................................................................................... 103
Lebanon .................................................................................................. 106

II. Networks and International Programmes .................................... 108
Network for Religious and Traditional Peacemakers ....................... 108
Teachers without Borders ................................................................. 110
Women's Bank ..................................................................................... 111
Chongmekoer ....................................................................................... 112
EAPPI ..................................................................................................... 112

III. Communications and Campaigns ................................................. 114

3. Programme Management and Development .................................. 117
3.1 Organisation .................................................................................... 117
3.2 PME & Learning ............................................................................ 118
3.3 Quality Assurance and Accountability ......................................... 119
3.4 Risk Management, Internal Audit and Security ......................... 120
3.5 Administration ............................................................................... 121
3.5.1 Finance and IT ......................................................................... 121
3.5.2 Human Resources ..................................................................... 122

4. List of Acronyms ............................................................................... 124
OUTLOOK FROM EXECUTIVE DIRECTOR
Tumultuous year for relief work

In 2015, development co-operation and humanitarian assistance received an unprecedented amount of attention.

In spring the ground shook in Nepal with devastating consequences. Early summer the Finnish government announced it was making severe cuts in development cooperation funding, and in autumn came news of the distress of people fleeing to Europe and of the rising numbers of refugees.

Finn Church Aid (FCA) responded by taking an active role in public discussion on the effects of development funding cuts and the rights of asylum seekers.

Cuts in funding forced FCA to end some development projects, close down one field office and lay off some personnel. We were forced to completely close down our operations in five countries.

Yet the need for aid is greater than ever. What is needed now is an even stronger investment in developing and stabilising the countries of origin of refugees.

It was not all bad, though. The government’s decision to invest in the development of the private sector in developing countries opened up possibilities for non-governmental organisations to develop new funding and operating channels. FCA accepted the challenge and initiated a new type of investment fund to support small and medium sized enterprise in developing countries.

Asylum seekers took Finland and the rest of Europe by surprise. The arrival of approximately 35,000 asylum seekers in Finland inspired people to volunteer and offer their help, but unfortunately elicited hate speech and opposition as well. Finn Church Aid restarted operations in Europe and in Finland.

Once again Finn Church Aid’s operations in its programme countries received plenty of recognition from rights-holders, national officials and donors. In Nepal, FCA’s rapid response in building temporary learning spaces for 17,000 pupils was praised. In Somalia we were involved in 36 regional peace processes and had a significant role in the creation of the Central Regions State. In Uganda we began providing special needs education for disabled refugee children and opened a vocational school for refugee youths.

Following our strategy we operate in fragile contexts. Often in these countries other actors and organisations are all but absent. Our staff deserves the praise for our accomplishments. We also wish to sincerely thank all our donors and all volunteers in our networks.

Jouni Hemmingsen
Executive Director

Executive Summary

2015 was the first year of FCA’s Global Programme for 2015-2017. We continued to work under the thematic Right to Livelihood (R2L), Right to Education (R2E) and Right to Peace (R2P). This report covers all FCA’s activities, regardless of funding source, and aims to give a comprehensive picture of what we have achieved during 2015.

The Ministry for Foreign Affairs (MFA) of Finland announced it was making severe cuts in development co-operation funding, resulting in a decrease in MFA funding for 2016. The exit from Angola was also finalised in 2015.

In this report, we assess our results from different perspectives. Chapter 1 gives an introduction to who we are, where we work and summarises results related to FCA’s Global Programme as well as represents our partners. Chapter 2 takes a geographic perspective, presenting what FCA and its partners have achieved in the programme countries. This chapter represents also FCA’s networks and international programmes. Chapter 3 represents FCA’s programme management and development.

Snapshot of 2015 Key Results:

<table>
<thead>
<tr>
<th>Right to Livelihood (R2L)</th>
<th>Right to Education (R2E)</th>
<th>Right to Peace (R2P)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• FCA supported over 700 providers of community microfinance services, mainly credit co-operatives and grassroots savings and credit groups owned and managed by their members.</td>
<td>• FCA has facilitated the access to early childhood development (ECD), primary and secondary education for over 81,000 students which includes the access to vocational education for 2,500 students.</td>
<td>• FCA was engaged globally in over 4,000 local level peace processes, and 20 national and sub-national level peace processes.</td>
</tr>
<tr>
<td>• They served a total of 45,000 members, 70% of whom were underprivileged women.</td>
<td>• FCA has worked with over 1,000 actors in local level, at least 50% of which are traditional and religious actors.</td>
<td>• FCA has worked with over 1,000 actors in local level, at least 50% of which are traditional and religious actors.</td>
</tr>
</tbody>
</table>
SNAPSHOTS OF FINN CHURCH AID’S WORK DURING 2015

JANUARY
In 2015, FCA expanded its operations to Eritrea and began working in the two teacher education colleges in the country. With one full time education specialist and two Teachers without Borders (TwB) experts working in these colleges, we have strengthened the professional development of educators and supported new pedagogical practices to be rooted in the institutional culture. During 2015 we started supporting the design of new curricula, research practices and teaching methods in the colleges. Initiatives such as Action Research, Pedagogical Forums and Study Circles, have sparked enthusiasm for the teaching profession among Eritrean youth and boosted teacher educators’ professional identity. (See more about TwB in chapter 2.1, and Eritrea programme in chapter 2.3)

FEBRUARY
The amount of young people entering the labour market annually is expected to rise from 500,000 to 400,000 in the near future in Cambodia. FCA piloted the first Career Counselling Training for teachers in Cambodia in 2015. A seven-month programme for 10 teachers in Lower Secondary School was carried out by two Teachers without Borders (TwB) volunteers in collaboration with the Ministry of Education, Youth and Sport (MoYS). A manual for Career Counsellors was developed and a positive change in both teachers and students’ attitude towards school, learning and making future plans was found to be remarkable. One pilot school reported that during the academic year the number of dropouts decreased from 100 to 20. The teachers gained new knowledge and skills and practical experience in career counselling. FCA aims to continue to support MoYS to conduct further training courses to increase the numbers of counsellors, to transfer the materials online and look into using social media and other communications to 25 non-governmental organisations. In the overall score, FCA communications ranked highest of all, scoring 8.56 points out of 10. FCA ranked third in reliability, which was the most valued category by the journalists, and made the top 6 also in openness, speed and journalists’ and activists’ capacities and understanding of the importance of local actors to participate in country-related consultations and other advocacy activities on women’s human rights, the need to strengthen the inclusion of civil society actors in CEDAW and other treaty mechanisms and the linkages with the UN Universal Periodic Review of their country. FCA sponsored participants from our partner organisations from Haiti, the Democratic Republic of the Congo, Liberia, Nepal and, FCA staff participants from Uganda and Nepal.

MARCH
FCA started a campaign titled Peace United and to raise awareness of the Middle East refugee crisis in Finland. (See more about Peace United Campaign in chapter 2.11, and Jordan programme in chapter 2.5)

APRIL
On 25 April a 7.8 magnitude earthquake occurred in Nepal. FCA started its response immediately by channelling funds to meet the immediate needs of the affected people. FCA distributed food packs, shelter materials, non-food items and started its Education in Emergency interventions. A construction team was established and an education specialist recruited in early May. The response efforts resulted in the construction of 170 temporary school buildings (333 classrooms) to which FCA distributed learning and teaching materials. Teacher training was also organised in teaching methods and psychosocial support to bridge the education gap caused by the devastating earthquake. (See more in chapter 2.9)

MAY
A survey, conducted in 2015 by a leading market research company Taloustutkimus, compared how journalists perceived the communications of 25 non-governmental organisations. In the overall score, FCA communications ranked highest of all, scoring 8.56 points out of 10. FCA ranked third in reliability, which was the most valued category by the journalists, and made the top 6 also in openness, speed and understanding FCA also received a commendation for its Annual Report 2015 in the contest for large organisations and organisations organised by professional services organisation PwC Finland. The report received praise for visual presentation of financial report and for authenticity. (See more about communications in chapter 2.11)

JUNE
Finland’s newly elected Government decided to reduce Official Development Aid by 4.5% in 2016. FCA advocated intensively for Finland to bear its international responsibility and raised awareness on the importance of aid in addressing the root causes of poverty and global refugee crisis. FCA argued that quick aid cuts are short-sighted politics, which will only contribute to the deepening of crises, leaving millions of people without help and eroding Finland’s development and humanitarian aid professionalism, quality and reputation. Together with other Finnish NGOs FCA organised a demonstration (see picture) and collected over 40,000 signatures objecting the steep cuts. (See more about advocacy work in chapter 1.3.7)

JULY
FCA participated in the design of a new training course on Women’s rights advocacy in Faith Based Organisations in collaboration with the Lutheran World Federation (LWF). Other partners involved were World Council of Churches (WCC), World Young Women’s Christian Association and ACT Alliance. A one-week training was held in July in Geneva in connection with the CEDAW’s 61st session aiming to strengthen the capacity and knowledge base of FBDOs on women’s rights, the UN Human Rights framework and utilisation of advocacy opportunities from local level to international level. The training increased participants’ capacities and understanding of the importance of local actors to participate in country-related consultations and other advocacy activities on women’s human rights, the need to strengthen the inclusion of civil society actors in CEDAW and other treaty mechanisms and the linkages with the UN Universal Periodic Review of their country. FCA sponsored participants from our partner organisations from Haiti, the Democratic Republic of the Congo, Liberia, Nepal and, FCA staff participants from Uganda and Nepal.

AUGUST
Until the end of August, refugees and migrant arrivals to Europe in 2015 hit 267,000 after death-defying journeys across sea and land. The majority of those taking the route to Europe were refugees coming from Syria, Afghanistan, Eritrea, Iraq and Somalia and their numbers continued to rise rapidly. Most people arriving were fleeing war, conflict or persecution at home, as well as deteriorating conditions in many refugee-hosting countries and countries of transit which did not offer safety or the possibility to establish a new existence. FCA through its ACT Alliance members in Greece, Hungary and Serbia provided humanitarian assistance including food, shelter, necessary non-food items and clean water to the refugees. In addition, FCA urged the EU to put in place policies and mechanisms that effectively guarantee that human rights of refugees are met, that obligations and responsibilities enshrined in EU and international law are respected and that ensure solidarity between Member States.
1. Programme Overview

1.1 Finn Church Aid’s Strategy and Priorities

Finn Church Aid (FCA) is a legally registered foundation that carries out development co-operation, humanitarian assistance and advocacy work on behalf of the Evangelical Lutheran Church in Finland.

The goals of FCA operations are in line with the Finnish development policy guidelines, such as the Finland’s Development Policy Programme, and are closely connected to the United Nations’ Millennium Development Goals and newly launched Agenda2030 & Sustainable Development Goals (SDGs). When planning and implementing operations with partner organisations, national poverty reduction strategies and local circumstances are also taken into consideration by Finn Church Aid and its partners.

In strategy for 2015-2016 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 peace work in traditional communities and a strong actor within ACT Alliance’s network in issues related to peace work in traditional communities and a strong actor within ACT Alliance’s network in issues related to education.

Identity

FCA is a faith-based organisation. 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 co-operation with its ecumenical and faith-based partners and promoting interfaith co-operation in aid and advocacy work.

Rights-based approach

FCA is a rights-based actor. Our action is guided by international human rights standards and principles. The PANEL principles of RRA, namely participation, accountability, non-discrimination and equality, empowerment and link to human right standards form the basis to 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.

The rights-based approach is equally valid in the context of humanitarian crises. Humanitarian assistance is based on humanitarian principles: humanity, impartiality, independence and neutrality. These principles outline people’s rights to protection and assistance as defined in human rights law, humanitarian law and refugee law.

Strategic themes

FCA’s strategic themes are Right to Peace (R2P), Right to Education (R2E) and Right to Livelihood (R2L).

FCA’s commitment to support the resilience of communities and the empowerment of people especially in states in fragile situations has a solid backing in the United Nations Human Rights instruments. Survival, development and participation dimensions embedded in Civil and political, and Economic, social and cultural rights directly link with FCA’s strategic themes. No development can happen without at least a minimum level of stability and peace. A single conflict can push a country decades back in its development. In bid to assist people in their own development, access to learning, knowledge and information is one of the strongest enablers for empowerment. Survival and development is not only linked to stability and access to knowledge; people’s development opportunities are closely dependent on generating an income and making a decent living, especially in states without any kind of social support system.

FCA sees that supporting rights related to peace, education and livelihood, as well as combining the three, is most helpful in countries in difficult situations. In its work during 2015 FCA has continued to transform these sets of rights to concrete actions, supporting people to reconcile and participate, to learn and develop, and to earn and sustain a living.

Fragile contexts

FCA has focused 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 and to protect people from violence because of unwillingness or inability to do so. This is often combined with limited legitimacy. FCA’s response aims to increasing resilience of communities in fragile contexts through interventions in livelihoods, education and peace.

In recent reports, the ORCID has listed 50 countries in fragile situations.1 In recent years the number of countries on this list has increased, however, some countries have also managed to improve their situation (for example Angola or Georgia). Most concerning are 23 countries that have been on all list from 2007-2015. Those countries can be referred to as chronically fragile countries.2 The vast majority of FCA’s programme countries are on the 2015 list, including eight chronically fragile countries, namely CAR, DR Congo, Eritrea, Haiti, Liberia, Myanmar, Sierra Leone and Somalia.

Disaster-affected and fragile contexts pose the greatest 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.

Cross-cutting principles

Gender: FCA’s objective is to ensure that all our activities contribute to sustainable change towards a more equal enjoyment of human rights by men and women in the communities and societies we work in. FCA continued to implement a strong twin track approach to gender equality, through 1) specific women’s empowerment projects and 2) mainstreaming gender equality as a cross-cutting principle in all our work.

• Climate change and disaster risk reduction (DRR): FCA continued to promote the environmentally and climate-friendly approach as a cross-cutting theme and to take into consideration the effects of and preparation for climate change in operations and future programme planning. Efforts to strengthen the resilience of communities and their livelihoods against future shock including natural and man-made disasters and the negative effects of climate change continued as an integrated holistic approach.

• Conflict sensitivity: For FCA conflict sensitivity means that we are well aware of the context, fully respect and sustain local ownership, ensure that all interventions take the context into account to avoid or at least minimise negative impacts and maximise positive impacts, in general and specifically on conflict dynamics. FCA continued to mainstream conflict sensitivity and “Do No Harm” through all phases of the project cycle, including planning, monitoring and evaluation.

1.2 FCA’s Global Programme Objectives

FCA’s Global Programme (2015-2017) aims at supporting the resilience of communities and the empowerment of people especially in states in fragile situations in three thematic areas - Right to Livelihood, Education and Peace - to achieve the following objectives:

Right to Livelihood (R2L)

1. Communities have the capacity to combat poverty through inclusive and sustained livelihoods development

2. Communities participate in dialogues aiming at improved legislative and policy framework for sustainable livelihoods

Right to Education (R2E)

1. Communities have equal and uninterrupted access to education

2. Quality of education is improved

Right to Peace (R2P)

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

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

1. The number of countries differs depending on which list is used. The 50 country list is a combination of the 2014 World Bank, AfDB, ADB Harmonized list and the 2014 Fragile States Index.


3. South Sudan has not been counted as it has not existed as an independent country during the listing period.
1.3 Progress and Development of our Programme Work

1.3.1 Rights-based approach (RBA)

In 2015, FCA continued to strengthen its rights-based approach (RBA) in all three areas of work. All FCA’s procedures and tools are based on the principles of RBA. Overall, the RBA manifests in FCA’s Country Programmes through different modalities such as sensitisation, awareness raising, capacity building and training and various forms of advocacy work through local partners and alliances on national, regional and local levels to have constructive and dialogue-building collaboration between different actors and interest groups.

On global level, FCA got increasingly involved in international processes such as high level political meetings, the UN Treaty Body reviews (e.g. CRC, CEDAW), the UN Human Rights Council, Universal Periodic Review (UPR) mechanism and UN Human Rights Council Special Side Events (e.g. DRC). The UPR has become a widely recognised and recommended HR and advocacy measurement of observation of the holistic situation of the given country. FCA took important steps in getting involved more systematically in the UN Universal Periodic Review processes and got involved in two country reviews (Nepal and Myanmar) and in preparatory consultative processes concerning Haiti, Uganda and Somalia in 2015. These examples encouraged other Country Programmes and partners to get involved in local and national processes and pay attention to topical developments in the civil society space.

Concerning partner collaboration in reinforcing RBA in the programme and advocacy work FCA followed up the RBA training held with three Ugandan partners in 2014. The results of their action plans were followed up in a report presented in the International Programme Week among FCA staff in Uganda in 2015. FCA participated in the Local to Global programme, particularly in the support of Myanmar UPR project, identifying possible Country Programmes to be involved in 2016 and contributing to programme development for planning the year 2016. Gender advocacy training was organised in collaboration with LWF Women in Church and Society (WICAS) Department in July 2015. The training capacitated participating organisations and their partners and staff to work particularly on UPR and gender advocacy work by describing more in detail the RBA approach on Gender. The FCA programme countries that participated succeeded in effective utilisation of the gender advocacy training. Four FCA partner organisations (Nepal, DRC and Cameroon (Haiti) and Somalia) have got involved with UPR processes (Nepal, Uganda, Haiti, DEDAW follow up (DRC, Liberia) and other global and national processes:

- In Nepal FCA provided financial and capacity building support to its partner, NDNSWO (Nepal National Dalit Social Welfare Organisation) and Dalit CSOs coalitions to enable them to take part and raise their concerns in Universal Periodic Reviews. 71 Dalit organisations participated in national and regional level consultations and prepared a report on the human rights situations of the Dalits in Nepal. The report was submitted to OHCHR Geneva and presented in the 2nd cycle of the Nepal UPR review. Out of 126 recommendations made by the UPR review committee, nine are related to Dalit human rights in line with the first Nepal UPR recommendations given in 2013.

- In Myanmar the improved situation allowed for open dialogue with the civil society, which FCA supported in partnership with LWF’s Myanmar UPR programme Local to Global to contribute to the country’s 2nd review of the UPR. LWF facilitated a series of consultations in its programme areas. Based on grassroots evidence and participation from beneficiaries and stakeholders in its projects, most some 303 people were involved, including 149 women. During the consultations, the following issues were identified as key human rights violations to be presented in the UPR report by the communities: lack of access to safe water, birth registration, marriage and gender. In addition international advocacy activities around the UPR review of Myanmar were organised in Geneva in November 2015, e.g. meetings with missions in Geneva, and others to present their key issues of concern and recommendations in relation to human rights in Myanmar.

- In Cambodia, specific Land and Livelihood Advocacy projects have been implemented in the protection of land rights and enhanced dialogue between and among authorities and community members. Land issues are one of the major root causes of conflicts in Cambodia. Awareness raising and participatory training workshops about Alternative Dispute Resolution, conflict prevention, land laws and other relevant issues were organised and nine Commune Mediation Committees (CMC) were formed. They helped to solve 119 conflicts in a peaceful way and community members were satisfied with CMCs conflict resolution that helped save time and money and contributed to harmony in the communities.

- In Haiti a training workshop on Rights-based approach was jointly organised with Norwegian Church Aid (NCA), Christian Aid (CA) and FCA for staff of local partners in May 2015. The aim was to help partners on how to work in a Rights-based approach in their work with the communities in order to ensure sustainable development. A training on Gender Inclusive Rights-Based Approach was held in Honduras for partners by ACT Alliance and Church of Sweden, based on the online manual developed by the ACT Alliance Gender Equity and Justice Community of Practice (CoP) and Rights and Development CoP few years back.

1.3.2 Gender

In 2015, FCA continued to implement the twin track approach to gender equality, through:

- specific women’s empowerment projects, in particular enhancing women’s economic empowerment and
- mainstreaming gender equality by integrating gender equality components systematically in all FCA thematic areas of work and working modalities.

Continued efforts were paid to strengthening the involvement of women in decision-making processes and peace work at different levels of governance. Women’s economic empowerment, equal access to resources, assets and decision-making from household level to community and upper level governance bodies was strengthened along with equal access to education and vocational training and thus contributing FCA’s aim to increase synergies between the themes.

For example, in Somalia the strategic needs were considered within the overall traditional and cultural set-up ongoing in the country. While the need to have more women representation is clear and evident, FCA needs to pay attention to the way this is actually put in place. The scenario in Somalia is totally fragmented and every
Some selected results from Country Programmes:

In Palestine a total of 27 women headed households were empowered by acquiring new skills in good farming practices, adopted economically and environmentally sustainable practices, and knowledge about co-operative work and principles and utilisation of collective resources. Furthermore, 125 women headed households produced a surplus over household consumption as a result of FCA's intervention and they were able to sell it in the market, the average annual sales per household reached about $510. In addition, the project reinforced gender equality and women's empowerment. There have been a reduction of cases when young boys are sent to herd cattle instead of going to school. Now families are more aware of the importance of sending boys to school and school.

In Guatemala and Honduras, increased participation in peace work efforts in many countries has been successful. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

In Cambodia issues of land ownership remained critical and the sector concerning women's position in the co-operatives and their economic empowerment. In Nepal, FCA's programme succeeded in empowering women and now they are organised in groups and networks to amplify their collective voices against all forms of discrimination. Building on individual strengths and capacities to achieve results rather than predetermined roles.

In Colombia, issues of land ownership remain critical and especially concerning women's position in the co-operatives and their economic empowerment. In Nepal, FCA's programme succeeded in empowering women and now they are organised in groups and networks to amplify their collective voices against all forms of discrimination. Building on individual strengths and capacities to achieve results rather than predetermined roles.

In Guinea, gender specific projects, FCA focuses on improving the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work in 2015, for example by continued funding through Women's Bank.

In education increased attention was paid to ensure that programme aims targeted attention to ensure girls and boys equal access to education, from primary to secondary level education as well as to increase equal possibilities to vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods. In the area of vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods.

Concomitantly, the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

In Guatemala and Honduras, increased participation in peace work efforts in many countries has been successful. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

In Guinea, gender specific projects, FCA focuses on improving the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work in 2015, for example by continued funding through Women's Bank.

In education increased attention was paid to ensure that programme aims targeted attention to ensure girls and boys equal access to education, from primary to secondary level education as well as to increase equal possibilities to vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods. In the area of vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods.

Concomitantly, the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

In Guatemala and Honduras, increased participation in peace work efforts in many countries has been successful. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

In Guinea, gender specific projects, FCA focuses on improving the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work in 2015, for example by continued funding through Women's Bank.

In education increased attention was paid to ensure that programme aims targeted attention to ensure girls and boys equal access to education, from primary to secondary level education as well as to increase equal possibilities to vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods. In the area of vocational training and second change educational needs. In addition, work modalities very further developed in FCA's speciality on Education in Emergencies and livelihoods.

Concomitantly, the economic empowerment of women as a means to achieving a more equal enjoyment of human rights for men and women, in particular under the specific theme Right to Livelihood (R2L). This continued to form a strong part of FCA's work. The theme was integrated e.g in the trainings held in the area forced them to flee and abandon their initiatives with the healing process. Unfortunately, conflict in the areas of the region. The project encourages men who generally suffer violence from their spouse. A commitment was made to continue with awareness and to involve these cases to the Human Rights Cell set up within the project. Similar elements were integrated in the project in South Sudan: GBV survivors were followed up and assisted through the distribution of seed grants as a way of helping them get back on their feet and to help with the healing process. Unfortunaltly, conflict in the area forced them to flee and abandon their initiatives which were only at the early stages of implementation so it was not possible to follow the long term impact of the action.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.

FCA has provided tailored capacity building on gender advocacy training in collaboration with LWF Women in Church and Society (WICAS). Women owned and managed co-operatives have been strengthened to increase women's access to finance. Joint land ownership certificates have been distributed between husband and wife as part of the long-term work among the Kamayas in the Far West region of the country.
Progress of the R2L objectives

1. Communities have the capacity to combat poverty through inclusive and sustainable livelihoods development

FCA is committed to rights-based poverty alleviation which prompts us to work with the poor and vulnerable members of society as defined in each particular context. Fragility is commonly associated with the state’s weak role in development, and from people’s point of view fragility also implies the persistent and systematic existence of social, political and economic uncertainties that severely affect people’s livelihoods. The gravest effects are felt by the poor and vulnerable.

The vulnerabilities stem from issues of gender, ethnicity, disability or caste/clan and lead to weak access to societal services such as education or health and non-participation in political processes, further aggravating exclusion. Also youth suffer from limited access to gainful, decent employment; the position of war-affected youth in conflict-prone situations is particularly dire.

FCA’s new set of global indicators were taken to use in 2015 with the establishment of baselines in projects started during the year. Under this objective, the indicators measure the movement of project beneficiaries below and above the poverty line. The baselines conducted in 2015 indicate that globally a clear majority, up to 80-90 percent of the beneficiary households or individuals in the interventions fall below the national poverty line at the project’s start; monitoring and evaluation results in 2016 will indicate whether our interventions were successful or not in reaching the goal of poverty alleviation.

2. Communities participate in dialogues aiming at improved livelihoods and policy framework for sustainable livelihoods

As a rights-based actor, FCA undertakes to build the capacities of and facilitate linkages between communities, civil society actors and policy makers to ensure equitable economic and livelihoods development. Livelihoods related advocacy is increasingly incorporated in FCA’s Country Programmes. Evaluation and research reports are shared with stakeholders; joint forums and consultations are organised bringing together the representatives of civil society, government and private sector to inform and discuss livelihood issues of concern; media and awareness campaigns are run e.g. regarding women’s economic and social rights.

At project level, advocacy typically reflects communities’ immediate concerns, often related to access to land and other critical livelihood resources and services as well as promoting gender equal practices in ownership and decision-making. Contacts with local and regional authorities help ensure government support – also in terms of finance - to livelihood development initiatives and thus sustain the results.

3. Communities have strengthened their assets and capabilities to protect, restore and develop their livelihoods in sustainable ways

The following thematic developments can be observed in FCA’s Country Programmes:

- Rural on-farm production remained prevalent, but there was a clear shift towards off-farm livelihoods and agro-based business growth benefiting the poor in the majority of Country Programmes
- A number of Country Programmes, e.g. Liberia, Uganda, the DRC and Jordan, extended or prepared to extend their work to urban and semi-urban environments
- Agricultural co-operatives and producer associations strengthened their role as engines of rural development with improved management and broader services including involvement in local and regional markets and microfinance, with Cambodia and Nepal taking the lead
- Small business and enterprise creation supported by Credit Plus microfinance was the backbone of R2L work in a number of Country Programmes, particularly in the DRC, Nepal, Myanmar and Cambodia

Land related advocacy is particularly active in Cambodia and Nepal, both at local and national levels. In Cambodia, FCA commissioned a mapping of local land disputes in preparation for a specific Land and Livelihood Advocacy programme. Land grabbing is a major issue in Cambodia addressed by numerous NGOs. FCA’s added value has been in linking this problematic to a community-driven approach, establishing nine Commune Mediation Committees and bringing in the local authorities. A total of 119 local land disputes have been solved through this medium.

In Mozambique and Nepal, FCA successfully integrated advocacy components in its R2L programme work. In Nepal, advocacy efforts were focused on the joint land ownership between spouses, women’s access to finance and other productive resources and the right to land of freed Kamatra, the bonded labourers in Far Western Nepal. In Mozambique, saving and credit group members were trained on how to advocate to the local government e.g. to gain access to development funds.

In Haiti, FCA continued to support the Civil Society Platform on Climate Change that collaborates with Government structures, UN agencies and civil society actors to direct attention to the importance of disaster risk reduction and the effects of climate change.

In 2015, Myanmar and Nepal were reviewed at the UN Universal Periodic Review, whereas Liberia and the DRC were reviewed during the annual period. It is clear from the reports that FCA facilitated the participation of its partners in national consultations and joint submissions of report. In Nepal, focus was on the elimination of discriminatory practices against Dalits. The Myanmar Joint Submission highlighted focus was on the elimination of discriminatory practices against Dalits. The Myanmar Joint Submission highlighted the vulnerabilities of the underprivileged women.

- Credit Plus microfinance was the backbone of R2L work in a number of Country Programmes, particularly in the DRC, Nepal, Myanmar, and Cambodia, increasing the number of clients served,; over 13,000 of these households or individuals securely accessed credit.
- FCA supported over 700 providers of community microfinance services, mainly credit co-operatives and grassroots savings and credit groups owned and managed by their members.
- They served a total of 45,000 members, 70% of whom were women, while members had a stimulating effect on the local economy.
- At the end of 2015, they had accumulated a capital of over 3.6 million euros that circulated in the communities as interest paid on credit.
- Over 22,000 of these households or individuals achieved access to loan capital from subsidised government funds; seed money has in some cases been provided by the project. This can be considered a remarkable achievement.

Instead of sectoral or individual focus, FCA has chosen a community-based approach to livelihoods development. During 2015, FCA contributed to the development of over 1,200 different community-based structures ranging from committees managing common water or forestry resources to seed and animal banks, communal microfinance providers and co-operatives. Of these, 165 concentrated on disaster risk reduction and preparedness in countries like Haiti, Nepal and Myanmar, all extremely vulnerable to the effects of climate change.

The total membership in different community structures exceeded 76,000 individuals in 2015, over 13,000 of these received short-term training and skills upgrading in e.g. productive and business skills and improved agricultural methods. Environmentally sustainable practices were also spreading in communities, including the use of renewable energy and energy saving stoves, organic farming, waste management and post-harvest handling.

Local Community Based Organisations and Village Development Committees were grassroots partners in most locations, representing the voice and ownership of the community and contributing to the long-term sustainability of the intervention results.

In microfinancing, FCA has successfully adopted a so-called “Credit Plus” approach that includes an integrated package of services. Access to credit is combined with savings facilities, non-productive (social) loan facilities, production-oriented and business training and marketing support.

In 2015, FCA supported and built the capacity of over 700 grassroots savings and credit groups and credit co-operatives; also a number of agricultural co-operatives provided loans to their members. Cambodia, Nepal and Uganda followed by Myanmar, Haiti and the DRC led the way in microfinance.

Credit Plus scheme directly benefited more than 45,000 individuals globally, over 70% of whom were women. Indirectly the number of beneficiaries including household members and dependents approached 250,000, and particularly the small and vulnerable households and women had a stimulating effect on the local economy. At the end of the year, the accumulated capital exceeded 3.6 million Euros mostly in savings, co-operative shares and interest paid on credit. In addition, some established co-operatives gained access to loan capital from subsidised government funds; seed money has in some cases been provided by the project. This can be considered a remarkable achievement.

The following thematic developments can be observed in FCA’s Country Programmes:

- Readiness to collaborate with the private sector increased, with Uganda leading the way
- Linking Learning to Earning – approach for (self-) employment of youth after vocational training was adopted and further developed specifically in Uganda. Nepal and the DRC were a Business Incubator model was successfully piloted
- Recognition of the urgent need for building disaster preparedness and resilience strengthened globally, leading to the decision to start developing FCA’s emergency livelihoods response including cash-based programming.
taking into account that the members generally fall into the “extremely poor” category and cannot access regular banking services, and the co-operatives are managed by the members themselves, many of whom are illiterate.

The establishment of the microfinance system has boosted the income of the members and paved the way to a more business-like approach to entrepreneurship and rural livelihoods. The number of undertakings that can be categorized as informal enterprises — providing full-time employment at least to the owner and increasingly also to employed staff — grew particularly in Uganda, Nepal and the DRC, but the numbers are still relatively low and to a degree treatable due to the national differences in enterprise and employment definitions.

In the humanitarian interventions cash based approaches are gradually replacing direct distribution of food and non-food items, where feasible. A total of 3,000 individuals, mostly men, participated in FCA’s cash for work programmes in e.g. Jordan, South Sudan and Nepal; unconditional cash was piloted in Somalia and the DRC, where a mobile based system was successfully tested with Burundian refugees and Congolese host communities. Encouraged by the results FCA is preparing to extend its cash based programming. Direct distribution is still valid in emergencies and during recovery phase; agricultural tools and equipment, and seeds, poultry and small ruminants, and non-food items including shelter were distributed to 4,500 households in both households procured items of their own choosing at a subsidised rate. Similarly, FCA assisted communities to rehabilitate churches and hospitals, construct potable water and irrigation systems and build roads in total of 115 communities in Cambodia, Nepal and South Sudan.

In R2L programme FCA is supporting a new strategy period as of 2017. To prepare for that, a Right to Livelihood (R2L) survey of ongoing work and new direction was commissioned in 2015. There is a clear need to sharpen the overall goals and specific focus of R2L, both for FCA’s commitment to respond to the changes and trends in the operating environment.

Youth unemployment in the global south is gaining increasing attention, and in Cambodia, according to the Global Education Monitoring Report, 2015, 56 per cent of departing young people tend to leave the country in search for employment. This underlines the significance of incorporating the decent work agenda in FCA’s programming. Also managing value chains/networks and markets for the poor will be brought in as important new components, and business financing will receive more emphasis.

Private sector partnerships bring an added dimension to FCA’s work, be they strategic partnerships in programming and project development or intervention-specific private-public-public-private networks. A mentoring / skills donation initiative linking Finnish business specialists with R2L programmes and projects in the South is being developed. Women’s Bank, a unique pool of private sector and social entrepreneur expertise. The Skills Donation model was tested in 2015 in Liberia and Cambodia, and year 2016 will see the piloting of the concept.

Developing the capacity in R2L early response in emergencies, taking the piloted cash based approaches to regular intervention level and addressing the livelihood challenges of displaced and refugee populations are highly applicable in our operating environments and also follow the shift in donor preferences from short term material aid towards resilience and sustainable development.

Following the unprecedented influx of refugees to e.g. eastern Europe and Finland and financial aid to Cambodia and Syria, and Iraq. FCA has also taken first steps to create and diversify livelihood options for refugees and host populations both in camps and local communities. To succeed globally, this undertaking requires multi-stakeholder and multi-country involvement between the international aid community, governments, private sector and civil society, and eradication of the silos between humanitarian aid and development co-operation.

Global Advocacy on R2L

At international level FCA participated in EU level advocacy work also through NGO Cambodia Coalition Network (CCN). The network works consists of European NGOs active in development co-operation and human rights issues and aimed to build dialogue between the EU and the Kingdom of Cambodia concerning EU policies with regards to human rights and violations. Cambodia in EU. It publish open letters to EU High Representative of the Union for Foreign Affairs and Security Policy, European Commissioner for Trade and the EU Special Representative (EUSR) for Human Rights. The EU has engaged among other high-level officials, particularly concerning the sugar trade agreements between the EU and Cambodia and highlighting the importance of ensuring competent human rights impact assessments in the agreements and trade policy.

Another sector where FCA was active on international level in 2015 was in the ACT EU Private Sector Reference Group (PSRG) as a platform for humanitarian sector to joint planning in issues related to private sector engagement in development. Advocacy for the adoption of UN Guiding Principles on Business and Human Rights and a joint study on the role of private sector instruments, including finance, in small and medium-sized enterprises development in the south were among the activities in 2015.

1.3.5 Right to Education (R2E) FCA’s Right to Education (R2E) theme saw new openings during 2015 in particular vis-à-vis the quality of education. In access to education the developments were twofold: on the other hand the situation in Ebola-affected Liberia caused the closure of FCA supported secondary schools in the Refugee Camps, on the other hand new opportunities for access were provided to totally new beneficiary groups. FCA Nepal Country Programme responded timely to the main challenges of April with a project focusing on the education sector, aiming to provide uninterrupted access to quality education and to improve the quality of teaching. At the end of 2015 FCA launched a new project to support youth education and training in three countries in children in Syria. The majority lives in the Daraa’ region, where the Syrian war began in 2011. Equally, FCA took steps towards integrating support for education of urban host community refugees in Jordan.

Snapshot of FCA’s Right to Education (R2E) programme in 2015

- FCA has facilitated the access to ECD, primary and secondary education for over 8,000 students of which 2,500 were vocational educational students.
- FCA has supported vocational and skills training for youth in seven countries.
- FCA developed quality of education in many different ways: through school lunches and书包, whereas further 2,000 households procured food items including shelter were distributed to 4,500 households, whereas further 2,000 households procured food items including shelter were distributed to 4,500 households. Direct distribution is still valid in emergencies and during recovery phase; agricultural tools and water and irrigation systems and build roads in total of 115 communities in Cambodia, Nepal and South Sudan.

In R2L programme FCA is supporting a new strategy period as of 2017. To prepare for that, a Right to Livelihood (R2L) survey of ongoing work and new direction was commissioned in 2015. There is a clear need to sharpen the overall goals and specific focus of R2L, both for FCA’s commitment to respond to the changes and trends in the operating environment.

Youth unemployment in the global south is gaining increasing attention, and in Cambodia, according to the Global Education Monitoring Report, 2015, 56 per cent of departing young people tend to leave the country in search for employment. This underlines the significance of incorporating the decent work agenda in FCA’s programming. Also managing value chains/networks and markets for the poor will be brought in as important new components, and business financing will receive more emphasis.

Private sector partnerships bring an added dimension to FCA’s work, be they strategic partnerships in programming and project development or intervention-specific private-public-public-private networks. A mentoring / skills donation initiative linking Finnish business specialists with R2L programmes and projects in the South is being developed. Women’s Bank, a unique pool of private sector and social entrepreneur expertise. The Skills Donation model was tested in 2015 in Liberia and Cambodia, and year 2016 will see the piloting of the concept.

Developing the capacity in R2L early response in emergencies, taking the piloted cash based approaches to regular intervention level and addressing the livelihood challenges of displaced and refugee populations are highly applicable in our operating environments and also follow the shift in donor preferences from short term material aid towards resilience and sustainable development.

Following the unprecedented influx of refugees to e.g. eastern Europe and Finland and financial aid to Cambodia and Syria, and Iraq. FCA has also taken first steps to create and diversify livelihood options for refugees and host populations both in camps and local communities. To succeed globally, this undertaking requires multi-stakeholder and multi-country involvement between the international aid community, governments, private sector and civil society, and eradication of the silos between humanitarian aid and development co-operation.

Global Advocacy on R2L

At international level FCA participated in EU level advocacy work also through NGO Cambodia Coalition Network (CCN). The network works consists of European NGOs active in development co-operation and human rights issues and aimed to build dialogue between the EU and the Kingdom of Cambodia concerning EU policies with regards to human rights and violations. Cambodia in EU. It publish open letters to EU High Representative of the Union for Foreign Affairs and Security Policy, European Commissioner for Trade and the EU Special Representative (EUSR) for Human Rights. The EU has engaged among other high-level officials, particularly concerning the sugar trade agreements between the EU and Cambodia and highlighting the importance of ensuring competent human rights impact assessments in the agreements and trade policy.

Another sector where FCA was active on international level in 2015 was in the ACT EU Private Sector Reference Group (PSRG) as a platform for humanitarian sector to joint planning in issues related to private sector engagement in development. Advocacy for the adoption of UN Guiding Principles on Business and Human Rights and a joint study on the role of private sector instruments, including finance, in small and medium-sized enterprises development in the south were among the activities in 2015.

1.3.5 Right to Education (R2E) FCA’s Right to Education (R2E) theme saw new openings during 2015 in particular vis-à-vis the quality of education. In access to education the developments were twofold: on the other hand the situation in Ebola-affected Liberia caused the closure of FCA supported secondary schools in the Refugee Camps, on the other hand new opportunities for access were provided to totally new beneficiary groups. FCA Nepal Country Programme responded timely to the main challenges of April with a project focusing on the education sector, aiming to provide uninterrupted access to quality education and to improve the quality of teaching. At the end of 2015 FCA launched a new project to support youth education and training in children in Syria. The majority lives in the Daraa’ region, where the Syrian war began in 2011. Equally, FCA took steps towards integrating support for education of urban host community refugees in Jordan.

Snapshot of FCA’s Right to Education (R2E) programme in 2015

- FCA has facilitated the access to ECD, primary and secondary education for over 8,000 students of which 2,500 were vocational educational students.
- FCA has supported vocational and skills training for youth in seven countries.
- FCA developed quality of education in many different ways: through school lunches and.
capacity also from FCA’s staff and partners. Refugee contexts there are additional challenges related to refugee policy. All in all, there is a huge need for more flexible solutions in post-primary education, which is a challenge also to FCA.

FCA has provided literacy training for example in Haiti, Jordan, Nepal, Syria and Guatemala. There is a constant need to integrate literacy and numeracy training also to vocational education due to the interruption of educational pathways of the crisis-affected youth.

Year 2015 FCA took steps towards increasing support to urban refugees. Jordan office expanded their work from the Syrian refugee camps into the urban communities by building facilities for new activities for four Host Community Centers in Amman and around.

2. Quality of education is improved

FCA has constructed learning spaces mainly in large scale emergencies, where the numbers are huge: with 170 temporary learning spaces (TLS) (equal 333 classrooms) FCA was one of the biggest NGOs in Education in Emergencies in Nepal Earthquake Response. In South-Sudan FCA constructed 35 temporary learning spaces in conflict affected areas. In CAR FCA has rehabilitated 84 schools damaged and destroyed by armed groups. Permanent school construction has taken place in Haiti (16 classrooms) and Uganda (10), but also a growing number of schools have been constructed for technical and vocational education: one in Haiti, one in Uganda. Rehabilitation of two vocational and skills training institutes has taken place in Sierra Leone and seven in Jordan. Construction of TVET institutions is a new element in FCA’s R2E implementation. It has some unique features as the learning environment needs to support work-based learning and entrepreneurship training (need for specific spaces for showrooms, ateliers, shops and restaurants). This is an example of how infrastructure and physical learning space are linked with the quality of education.

FCA has faced challenges related to refugees’ access to certification and recognition of studies. In Liberia FCA implemented and supported secondary schools in three refugee camps. After Ebola, intensive English classes were provided to all students and staff to support reintegration into the Liberian system from the Ivorian system (from French system into English). In Jordan, refugee students have very limited access to vocational education. This issue is politically sensitive and it demands advocacy efforts by education partners jointly to address the issue - in order not to put one partner in danger.

Development and Innovations in ‘Access to Education’

Many access related challenges necessitate efficient advocacy and collaboration with the Ministries and education partners. Refugee education can be a highly politicised and emotive issue for host governments, refugee communities and countries of origin. Curriculum decisions relate to access to examinations and certification and can have far-reaching implications for refugee children and youth, in particular to their future educational and livelihood opportunities. UNHCR’s new education policy encourages co-operation with national education authorities for early adoption and/or transition to the use of country of asylum curriculum in refugee settings. Displacement data shows that close to two-thirds of refugees are displaced for more than five years, and the average period of displacement is 20 years. The data suggests that in most refugee contexts, education services need to be provided for at least a medium term. Use of country of asylum curriculum provides access to different materials in teaching. Most of the teacher training is in-service training. Year 2015 FCA supported pre-service teacher training only in two Country Programmes, namely South-Sudan and Eritrea. A total of 3114 teacher were trained, 2782 were teachers in-services and 332 teachers in student training institutes. FCA is developing its approach in teacher education towards holistic and long term “Teacher’s Professional Development.”

Eritrea has been a unique case within FCA’s R2E with the particular focus on building the capacity of two teacher education institutes. Quality education is a key concern for the Government. Through a range of professional development activities conducted by FCA staff and Teachers without Borders volunteers Faculty staff reported improved identifying and capacity to implement graduate level leadership programmes, integrate ICT into their teaching practice, conduct research, and promote critical thinking and inquiry-based learning in their classroom instruction. A plan for developing Eritrea’s first national innovation hub was also created. In terms of FCA’s approach it has proven effective to have mentors, education specialists based in Asmara and embedded in the institutions – this leads to a much deeper and sustained impact than visiting consultants. This approach could be considered also in other Country Programmes for capacity building and development of educational institutes.

In 2015 FCA strengthened collaboration with National Ministries of Education to reach lasting results. Often there is a natural entry point to the sector development, originating from ongoing programme work that provides entry points to the collaboration with national education authorities at different levels. FCA has also facilitated collaboration between Ministry of Education in Finland and the Ministries of Education in our partnering countries.

Exchange in education practices and study visits are a key to foster partnerships and common understanding. FCA invites high-level education sector stakeholders to learn about the solutions developed in Finland and to introduce Finland’s policy in education sector reform. Year 2015 Minister of Education in Central African Republic, Mr. Eloi Anguimata and his delegation visited Finland and FCA. FCA signed a Memorandum of Understanding and FCA continued also close collaboration with Ministries of Education in Cambodia, Eritrea and Haiti.

FCA has shifted the focus more and more to quality of education. The main activity for improving quality is supporting and implementing of teacher training. The second most important activity is to provide teaching and learning materials. It has been noted that it is not sufficient just to distribute materials – teachers should also be trained in how to use this new material. This valuable lesson was learnt in Nepal.

FCA has organised a number of teacher trainings in almost all of the education projects. The contents of trainings vary: the most common were learner centered teaching methods, inclusive education, DRR, WASH and school safety. Post-training support and life skills and the use of different materials in teaching. Most of the teacher training is in-service training. Year 2015 FCA supported pre-service teacher training only in two Country Programmes, namely South-Sudan and Eritrea. A total of 3114 teacher were trained, 2782 were teachers in-services and 332 teachers in student training institutes. FCA is developing its approach in teacher education towards holistic and long term “Teacher’s Professional Development.”

Eritrea has been a unique case within FCA’s R2E with the particular focus on building the capacity of two teacher education institutes. Quality education is a key concern for the Government. Through a range of professional development activities conducted by FCA staff and Teachers without Borders volunteers Faculty staff reported improved identifying and capacity to implement graduate level leadership programmes, integrate ICT into their teaching practice, conduct research, and promote critical thinking and inquiry-based learning in their classroom instruction. A plan for developing Eritrea’s first national innovation hub was also created. In terms of FCA’s approach it has proven effective to have mentors, education specialists based in Asmara and embedded in the institutions – this leads to a much deeper and sustained impact than visiting consultants. This approach could be considered also in other Country Programmes for capacity building and development of educational institutes.

In 2015 FCA launched three pilot projects in order to develop learning environments: Cambodia office assessed and planned a model school prototype, which is based on an initiative of the Ministry of Education. Ugandan office built an efficient vocational school in Rwamwanja refugee settlement. School environment supports work-based learning and entrepreneurship training, providing internships for students in workshops, fields and in the restaurant. Nepal office built very efficiently 170 temporary learning spaces after the earthquake and it enabled to get additional funding from UNICEF to build more. In addition to these Nepal office can build 15 more resilient learning space models and in one site also using structures based on a plastic recycling innovation.

An Emergency Special Needs Education project was initiated to support South Sudanese Refugees in Adjumani refugee settlement in Uganda to reach children with • A unique pilot initiative was developed between MoEYS, FCA and Teachers without Borders in Cambodia. 15 teachers and education staff from four schools were trained during seven months in career counselling; these teachers became the first ever career counsellors in Cambodia. As a result of this pilot training, important changes were identified in terms of professional growth and core competencies of career counsellors during the seven months training, particularly in professional identity. In addition, changes in students’ attitude towards school, studies and future were identified. The amount of dropouts diminished clearly, and schools identified career guidance as the main reason of this development. This collaboration renewed in MoEYS, incorporating career counselling in the national curriculum.

• Towards the end of 2015, DFID funded a pilot educational project for refugee teachers in Kakuma refugee camp in Kenya. This was an innovative initiative which focused on the use of mobile phones (SMS and WhatsApp Messenger) to support a larger teacher training programme through mentoring (m-mentoring). Post-training support helped teachers apply what they had learned. During the m-mentoring prototype, teachers received instructional support tips and motivational quotes about classroom management. This project continues with a new phase with increasing focus on coaching and mentoring refugee teachers.

• The development of the FCA Teacher Training Package started in December 2015. Based on the teacher training material developed in Uganda by Teachers without Borders volunteers, the following basic modules for teachers were identified: 1) Learner-centered approach, 2) Inclusive education, 3) Protective education and 4) Community Based Psychosocial Support. Two support modules were identified: one for parents and one for religious leaders. (See chapter II for Teacher without Borders.)
disabilities. 75 teachers were trained in special needs and inclusive education.

Global Development and Advocacy on R2P

In 2015 FCA became a member of the EiE Network of Education in Emergencies (INEE) and its Working Group on Standards and Practices. The group leads the mobilisation of Education in Emergencies (EiE) knowledge and develops innovative advocacy strategies to professionalise capacities within the field of EiE with an overall emphasis on having a clear impact at the field and country-levels. The WG also serves to increase partnerships with the private sector, social innovators from the north and south, and non-traditional government partners. FCA also became a member of the UNHCR led Refugee Teacher Training Working Group and tors from the global North and South, and non-traditional at the field and country-levels. The WG also serves to in-

· Work through its current programme, either directly or indirectly, both as FCA co-implementing with partners and as facilitator and

Snapshot of FCA’s Right to Peace (R2P) programme in 2015

- Overall, FCA was engaged globally in over 400 local level peace processes, and 20 national and sub-national level processes.
- FCA has worked with over 1,000 actors in local level, at least 50% of which are traditional religious actors.
- Over 1,500 young women and men were included in peace processes across different levels.

As the secretariat of the Network for Religious and Tradi-
tional Peacemakers (see also the chapter on the Network for Religious and Traditional Peacemakers, 2 II).

Progress of the R2P objectives

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.

FCA and its partners were able to achieve relevant results, working through bottom-up approaches and starting on lo-
cal level in many of its programme countries. FCA added its value comes from its ability to engage different actors in society, may it be on different levels (vertical inclusion) and across different segments of society (horizontal inclu-

ion). The inclusion of clans in developing federalism in Somalia presents for example of vertical inclusion. Horiz-

onal may refer to collaboration of different groups on local level. Inclusivity challenges the traditional notions of so-called ‘official’ peace actors, incorporating local and grassroots actors in addition to conflict parties and other state actors. By linking these stakeholders, peace process (sometimes called infrastructures for peace) facilitates greater collaboration, communication and co-ordination between diverse stakeholders to increase collective action.

FCA continues to produce results in fragile contexts being part of a broader peacemaking community. In most conflicts, FCA cannot produce sustainable results alone.

Inter and Intra Community

In sub-Saharan Africa FCA especially focused on tradi-
tional and religious peace makers and bottom-up peace processes.

In Kenya, FCA facilitated work on nine peace agree-
ments signed in five counties. FCA has facilitated or contributed to over 250 local peace processes. Those processes brought together intra- and inter-communal stakeholders. In addition, the processes clearly linked rights-holder and duty-bearers in an attempt to create appropriate and sustainable peace support mechanism. Stakeholders included for example religious leaders, traditional leaders, influential opinion leaders, repre-
sentatives from conflict parties, women, youth, local and national government. As result of these interventions, communities have equally demonstrated commitment towards a peaceful co-existence; exhibited by the fact that communities through their representatives can now confidently call for emergency peace dialogue meetings amongst themselves without necessarily seeking FCA to support the process.

In South Sudan, FCA facilitated community level dialogue. Through a project supported by IDOM (International Organisation for Migration), with funding from the EU Peace and Stability Quick Impact Fund, peaceful relations among age-set groups in Fiber County were also promoted through income generation activities. This was effective in cementing gains and transforming attitudes towards peace. The chance to earn a livelihood can be equated as peace dividends resulting from the peacemaking process. This therefore encourages those involved in disruptive behaviour such as cattle rustling or age set fighting, and in many cases out-of-work youth, to engage them instead in productive activities that have demonstrated to result in earning an income.

In Somalia FCA supported peace and state-building processes on multiple levels. On the local level, FCA has supported the re-establishment of the Common Peace Committee, a regional structure in charge of conflict resolution in the region of Bay and Bakool. As a result of the very substantial intra- and inter-clan reconciliation work, FCA is increasingly supporting evolving governance and federalist structure development. In relation with the administration formation process FCA and partners resolved 29 inter-clan conflicts in Galmudug (26 in Dhusamareb and 3 in Adado). Here the bottom-up process working as an enabler for governance on different levels can be clearly demonstrated. The resolution of inter-clan conflicts paved the way for the administration conference to take place and produce desired results.

Intra- and inter group processes

In order to respond to the conflict specific setup and challenges, FCA uses a variety of methods to reconcile or reduce tension between groups. FCA may address religious, ethnic, age, and political dimensions of conflict or a combination thereof. As a global player, FCA needs to respond to the combination as required by the conflict context:

In Central African Republic (CAR), this means that FCA addressed both the intra-Muslim tensions while also following-up on working through the religious undercurrent of the recent national conflict. In South Sudan, the focus is on intra- and inter-ethnic groups.

Power balance and analysis has been a very central concern in many interventions. For example, in Nepal, contentious tensions between former-bonded labourers and their ex-masters have been minimised to establish social harmony. Debt dismissal campaigns and intersection between freed Haliyas and their ex-masters were all part of this. FCA has also involved the loan of 22 freed Haliyas. The ex-masters played an important role to rehabilitate freed Haliyas. Aiming at social cohesion and harmony, however, relationships between freed Haliyas and their ex-
masters have been carried out. Such dialogues focused acquiring land from the masters amicably and fixing fair wage rate for skilled and unskilled labour. Local conflicts related to land, labour and loan have been minimised through mediation and counselling. Similarly, freed Haliyas and ex-masters have jointly carried out income generation activities through which socio-economic harmony and co-existences persisted.

Taking the just countries where FCA works, youth are the majority in terms of population; today, out of 1.8 billion young people, about nine out of ten people between the ages 10 and 24 live in less developed countries. Youth present the potential for change, and are key to adapt quickly to crises. Yet, they are often excluded from meaningful participation. In the recent years youth have increasingly become a focus of FCA’s work. While responding context specifically, FCA has created spaces for youth to influence as peace assets and peacemakers:

- In Cambodia 210 youth joined the Changemaker (GM) network and increased their capacities in democratic participation. 100 members attended 53 meetings/workshops, four representatives participated in international political processes such as the ASEAN Youth forum. Recommendations to important statements were produced, including a Cambodian Youth Forum statement to government emphasizing issues such as right to education; land rights; corruption and freedom of expression. Four classes of youth as contributed to ASEAN People’s Statement regarding human rights and CSO engagement.

- In Palestine, FCA’s partner PCPD is working with youth on local and district levels, mobilising like-minded youth in various locations throughout the West Bank and offering initiatives to advocate for just peace through a solid understanding of international human rights standards and principles. In total FCA, through supporting PCPD has supported 72 local level and 21 district level processes, involving 1630 women and 917 youth.

In many and within many contexts, youth have limited access to (political) decision making at different levels, often limited job opportunities and limited access to formal education. In addition and possibly related to the above, youth are involved in violent conflicts. Similar to other actors, young men and women may positively contribute to the transformation of violent conflict, or indeed driving violent conflict. In this context, political conflict, which may include religious undercurrents or so-called violent extremism, needs to be understood and challenged in order to improve the sustainability of peace processes.

FCA worked especially with youth in Kenya on problematising radicalisation in seven county sub-

county and four national processes FCA work has worked with youth on dialogue processes about the challenge of extremisms and entry points for positive change.

Overall, FCA can demonstrate through its results that bottom-up processes contribute to the legitimacy of informal and formal peace structures at all levels. Such
legitimacy is essential in order for the process to be viable and sustainable.

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

FCA’s focus in its peace work has been on a different civil society actors and their role in peacemaking and peacebuilding. In order to make progress though on peacemaking, FCA engages also governments and UN agencies in order to support peace processes and protection of civilians.

- In Somalia, FCA has played a substantial role in the development of federal state structures. The Central Regions Peace Initiative Project has addressed long-standing discontent and support and facilitate a peaceful federal state-formation process in the Central regions of Somalia. Due to developments in the political context, support to creating a governance structure became a priority as it was estimated that enhanced stability in the Central Regions through consultations and dialogues may lead to reconciliation and improved governance within and between the participating parties. FCA contributed to major changes and results: in January 2015, some of the clans started a reconciliation meeting in Dhusamareb on their own initiative. The administration formation process ended on 5.7.2015, when the state president was elected by the new state assembly, making Central Regions the first interim administration with a parliament, parliament speaker, and draft charter in place before the election of the president. This got a lot of praise both from Somali government and clans and the international community, as the Central Regions state formation process has been considered one of the hardest ones in Somalia due to the area’s multitude of clans and violent past. While these results are impressive as such, also the process quality itself manage to produce impressive results likely to increase the sustainability of the administration formation process: for example the process indicator required to have at least 80 % of the 11 administrations completed one of the key milestones in the process.

- In CAR FCA continued to support the intra-Muslim reconciliation. The Network organised four preparatory visits to Central African Republic (CAR) and meetings with government authorities and local and international stakeholders to facilitate communication between them and the Muslim community. Building on these consultations, the Central African Republic - CAR Technical Meeting, hosted by REMC in Vienna on 26-27 August 2015, convened six delegates from CAR representing local administration, women’s groups, and religious leaders. The MAL measures and stakeholders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

- In South Sudan, the approach is slightly different: Religious actors are contributing to the transformation of political and ethnic conflicts, through so called faith-oriented initiatives. As national and internal actors (compared to external mediators), insider mediators are working often behind the scenes and use their influence and legitimacy to constructively alter the behavior and relationships of parties in conflict. Using facilitation, dialogue and mediation, they work horizontally and vertically, formally and informally, at local, national and international levels. Following by the collapsed round of peace talks in March 2015, the South Sudanese Church leaders decided to hold a consultation meeting in Addis Ababa, Ethiopia between the 13th and the 16th of April 2015, on how to bring the warring parties back to the negotiating table. Church leaders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

- In South Sudan, the approach is slightly different: Religious actors are contributing to the transformation of political and ethnic conflicts, through so called faith-oriented initiatives. As national and internal actors (compared to external mediators), insider mediators are working often behind the scenes and use their influence and legitimacy to constructively alter the behavior and relationships of parties in conflict. Using facilitation, dialogue and mediation, they work horizontally and vertically, formally and informally, at local, national and international levels. Following by the collapsed round of peace talks in March 2015, the South Sudanese Church leaders decided to hold a consultation meeting in Addis Ababa, Ethiopia between the 13th and the 16th of April 2015, on how to bring the warring parties back to the negotiating table. Church leaders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

- In South Sudan, the approach is slightly different: Religious actors are contributing to the transformation of political and ethnic conflicts, through so called faith-oriented initiatives. As national and internal actors (compared to external mediators), insider mediators are working often behind the scenes and use their influence and legitimacy to constructively alter the behavior and relationships of parties in conflict. Using facilitation, dialogue and mediation, they work horizontally and vertically, formally and informally, at local, national and international levels. Following by the collapsed round of peace talks in March 2015, the South Sudanese Church leaders decided to hold a consultation meeting in Addis Ababa, Ethiopia between the 13th and the 16th of April 2015, on how to bring the warring parties back to the negotiating table. Church leaders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

- In South Sudan, the approach is slightly different: Religious actors are contributing to the transformation of political and ethnic conflicts, through so called faith-oriented initiatives. As national and internal actors (compared to external mediators), insider mediators are working often behind the scenes and use their influence and legitimacy to constructively alter the behavior and relationships of parties in conflict. Using facilitation, dialogue and mediation, they work horizontally and vertically, formally and informally, at local, national and international levels. Following by the collapsed round of peace talks in March 2015, the South Sudanese Church leaders decided to hold a consultation meeting in Addis Ababa, Ethiopia between the 13th and the 16th of April 2015, on how to bring the warring parties back to the negotiating table. Church leaders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

- In South Sudan, the approach is slightly different: Religious actors are contributing to the transformation of political and ethnic conflicts, through so called faith-oriented initiatives. As national and internal actors (compared to external mediators), insider mediators are working often behind the scenes and use their influence and legitimacy to constructively alter the behavior and relationships of parties in conflict. Using facilitation, dialogue and mediation, they work horizontally and vertically, formally and informally, at local, national and international levels. Following by the collapsed round of peace talks in March 2015, the South Sudanese Church leaders decided to hold a consultation meeting in Addis Ababa, Ethiopia between the 13th and the 16th of April 2015, on how to bring the warring parties back to the negotiating table. Church leaders agreed to be more active and vocal in advocating for peace, and renewed their commitment to bringing sustainable peace to South Sudan. During the meeting, Ethiopian church leaders, WCC, AACC and ACT Alliance members expressed their support to the work of the religious leaders.

The capacity of religious and traditional actors to support each other even across national borders has been recognised and promising practice has been created around this approach, for example in Libya and Asia (See more in chapter 2. II.). At the same time, faith and tradition-oriented dialogues need to be complemented by other more inclusive peace support mechanisms, to ensure human rights at large are taken into account. FCA has invested in ensuring that not only high-level peace processes are more inclusive, but to ensure the often patriarchic and conservative structures of religious and traditional actors are challenged to become more inclusive, in line with UNSCR 1325 and 2250 (see Network section for more details).

Development in R2P programme

Our programme experiences show a clear direction in line with our theory of change: bottom-up peace making and community peace-building provides an important basis from which other interventions can be and should be developed. Somalia provides a classical example of bottom-up governance strengthening: Elsewhere, the relative peace is used as a starting point to work on development outcomes as a sustainability mechanism. Facilitating opportunities for political and economic inclusion while at the same time preventing political violence and so-called ‘violent extremism’ gets increasingly attention. This means that FCA is continuing to advance consolidated peace through extending its hybrid approach of peacebuilding and conflict transformation to sustainable development outcomes and peace dividends. FCA puts the peace process and the “right to live in peace” into the center and works with actors which are often excluded, such as faith-oriented actors, women, and youth.

In 2015, FCA has invested in its programme development and focused on some peace actors to increase our programme reflection and increase our depth of analysis. FCA’s commissioned regional comparative study (Somalia, Northern Kenya) has documented FCA’s/generic model of community reconciliation as a local and sustainable peace support structure, based on experiences in Somalia and Northern Kenya. As result FCA has received credible...
The Network for Religious and Traditional Peacemakers Gender Working Group contributed to the UNSCR 1325 review process by feeding in recommendations on women of faith’s engagement in peacemaking efforts in fragile states and the importance of peace and security. FCA supported the Network for Religious and Traditional Peacemakers Gender Working Group and the Inter-Agency Working Group on Women, Peace and Security to continue to include aspects of capacity-building and facilitation of more official-level negotiations that go beyond – while supporting – community reconciliation or mediation efforts. FCA and its partners have worked with diverse actors at different “tracks.” The study findings and the direction of the Somalia Country Programme are well aligned.

FCA has also commissioned studies on in depth and participatory conflict assessment in Syria and in Myanmar paying especially attention to different levels of peace actors as well as their understanding of peace. On both an analytical as well as a policy level, observers often put most of their attention on national conflict dynamics and they see political and military elites as most important actors to make peace. The studies are considering well local and traditional actors in the conflict. FCA will use the findings of the highly complex conflict systems for its programming in 2016.

In addition, FCA and the Network have commissioned a study to identify more broadly the needs of religious and traditional peacemakers to better contribute to the transformative interaction of violent conflicts. A key result from the study is a suggested framework for conceptualising and contextualising tradition- and faith-oriented insider mediators (TFIMs) as a specific subset of insider mediators and religious and traditional peacemakers.

FCA sees important elements for development on its radar: those include for example how peace processes can be better linked to consolidated peace. This is also in line with the study on the “peace and conflict” term for the “right to live in peace” not being limited to absence of violence at large, but also including peace dividends. FCA aspires to work through fully inclusive processes. However, the number of women and other fragile participants largely depend on the context of the peace process and the starting point of the activity. In Nepal for example, more women than men were included. In Somalia, even though much less were included, having at least some representation of women in peace processes is a step forward. While numbers of peace processes on different level in the programme countries are improving, FCA’s peace work and its progress reporting is largely depending on the combination of quantitative and qualitative analysis, as peace processes are highly contextual.

Global Advocacy on R2P

FCA, UNDP and the Civil Society Platform for Peacebuilding and Statebuilding (CSGPS) organised in co-operation with the ACT Network for Peacebuilding, a high-profile conference on Inclusivity in Fragile States. The conference discussed especially Somalia, Sierra Leone and Afghanistan. It was attended by representatives of civil society organisations incl. a. a traditional leader, and the Government officials from the three countries. The conference high-lighted the crucial role that non-state actors play in fragile settings, suggested ways to enhance inclusive approaches in building resilience in fragile states and through this, impact.

The following paragraphs give an overview of the most salient findings of advocacy work FCA conducted within this context.

Development Policy and Funding

In the beginning of the year a former Finnish Diplomat Matti Kääriäinen published a book “Kehitysvuorin kirous” in which he claimed that development co-operation had not brought about any positive results. That was a kick start for a yearlong discussion on the benefits and results of development co-operation and humanitarian aid, which was heightened during the debates prior to Parliamentary elections in April and culminated with the newly elected centre-left government deciding to cut development assistance by 43 per cent and shift focus towards private sector.

FCA took an active part in the public and political discussions showing the benefits and result of development co-operation through its work and highlighted the negative effects that proposed financial cuts would lead to. FCA was interviewed in 10 TV programmes and at least in 9 radio programmes on the topic. According to the media follow up, FCA and development aid were referred to in printed and electronic media 102 times throughout the year. FCA issued 15 press releases, wrote several articles highlighting the good results of its work, published countless messages on social media (twitter, Facebook and Instagram) and set up a webpage on the cuts with info graphs.

In addition, FCA was in contact with all the members of the Parliament, wrote letters and had numerous meetings with the key decision makers including the new Ministers. FCA was heard in the Parliamentary hearing on the topic and provided written statements to Parliamentary Committees. FCA called the Government, Parliament and civil servants to consider the consequences of their short sighted politics asking to spare the sector from major cuts or at least to do them in a phased manner. FCA also provided written statements to Parliamentary Committees. FCA called the Government, Parliament and civil servants to consider the consequences of their short sighted politics asking to spare the sector from major cuts or at least to do them in a phased manner.

FCA was heard in the Parliamentary hearing on the topic and provided written statements to Parliamentary Committees. FCA called the Government, Parliament and civil servants to consider the consequences of their short sighted politics asking to spare the sector from major cuts or at least to do them in a phased manner. FCA also provided written statements to Parliamentary Committees. FCA called the Government, Parliament and civil servants to consider the consequences of their short sighted politics asking to spare the sector from major cuts or at least to do them in a phased manner.

Once the new Minister of Foreign Trade and Development Toivakka took office, she started the process towards the new development cooperation policy. In March FCA together with other NGOs organised a seminar at the Parliament called “Suurka puhetta kehitystyotteistusta” to show the good results of our work and called Members of the Parliament to continue to respect Finland’s international commitment to aid. FCA presented results from its Right to Peace (R2P) work in Somalia. The seminar was attended by over 100 people and there were four debates organised in which all the parties of the new Ministry participated. On that day that hashtag #eikoyhimmilta reached the highest publicity in Finland. The opposition parties publicly supported the abolishment of the cuts. Despite the situation, the advocacy efforts remained on track to its decision and cut development aid by 43 per cent.

In 2015, FCA together with its ACT Nordic sister agencies – Norwegian Church Aid, Dann Church Aid and Church of Sweden – launched a report “The End of Nordic Exceptionalism?” which sought to answer whether we are seeing the end of Nordic exceptionalism in foreign and development policies and efforts or not? It also debated the main features Finland’s, Norway’s, Sweden’s and Denmark’s development aid and policies the last 15 years. The report was launched in a high level Nordic Development Conference organised jointly by ACT Nordic in Oslo in November. The Conference was attended by over 250 people with many high level speakers like Jeffrey Sachs, Erik Solheim and Heidi Haataja. In relation to the conference, the ACT Nordic agencies held a joint op-ed that was published in the main newspapers of Finland, Norway, Denmark and Sweden. In addition, Helsingin Sanomat published Jeffrey Sachs’ article calling for the Nordics to continue its exceptional foreign and development policy instead of cutting their aid budgets.

FCA’s advocacy work succeeded in providing a strong counter voice against those questioning the benefits and role of development cooperation, especially in the political debates. Parliament’s Foreign Affairs Committee unanimously recommended to the Government to return the financial support for NGOs development work after hearing the development NGOs’ presentation that the Government agreed with their assessment that the Government are all well represented in the Committee and it has a lot of respect. In addition, the opposition parties publicly supported the abolishment of the cuts. Despite the situation, the advocacy efforts remained on track to its decision and cut development aid by 43 per cent.

In 2015, FCA together with other NGOs continued with a joint Parliamentary election campaign called Maailman taloudentuki koordinoidaan bei KEPia. Campaign’s aim was to show that aid is important to ensure a sustainable global society and to reduce inequality everywhere. The campaign was successful in its use of social media (interaction election debates, internet
2015 was a crucial year for development policies, with development aid advocacy work. FCA continued to work jointly with UNHCR and ACT Alliance EU. FCA called for development assistance and long-term humanitarian aid need to be met with adequate and internationally agreed response including funding.

Refugees
During 2015 Europe faced a major refugee influx from Middle East and Africa and European states were not prepared for it. FCA took an active role in advocacy work highlighting the varying root causes of difficult refugee situation worldwide and the need for support for people as close to their origin as possible. FCA stressed that when people are forced to flee, they need to be treated with dignity, according to international law and norms. It needs to work together and share the responsibility. Development co-operation and humanitarian aid need to be met with adequate and internationally agreed response including funding.

With this regard, FCA wrote several statements and background papers, press releases and articles and spoke in seminars. Refugee questions featured also in FCA’s social media. Together with the ACT Nordic sister agencies FCA issued an op-ed, which was published in all the Nordic countries main newspapers. Together with ACT Alliance EU FCA prepared a joint statement to EU governments, which has been distributed to all 28 EU member states. FCA also interviewed in TV, radio and printed media on the topic. In addition, refugee questions featured strongly also in FCA’s development aid advocacy work. This work will continue also in 2016.

Advocacy on Human Rights and Gender
FCA participated actively in the preparation for the first World Humanitarian Summit (WHS) to be held in 2016. Among other things FCA took part both in the Ministry for Foreign Affairs of Finland consultations in 2015 and WHS Europe consultation arranged by OCHA in Hungary in January 2015.

Advocacy on Human Rights and Gender
FCA together with its partners continued advocacy on international human rights mechanisms like Universal Periodic Review and the CEDAW. In 2015, FCA focused on Nepal and Myanmar and in Haiti and Somalia FCA has supported its partners in preparing and following up for the UPR process where reviews will take place in 2016 (see more in chapter 2.4.2).

FCA participated in the establishment of Side by Side, which is a faith movement for gender justice, initiated by Christian Aid and a group of faith-related development work organisations. In 2015, FCA took part in several regional workshops to establish regional coalitions to work on gender justice and explore how people of faith can work for gender justice in their geographical contexts.

on the subject.

In November 2015, EU issued guidelines on accurate labelling of products from Israeli settlements in the Occupied Palestinian Territory. While the interpretative statement is in line with its previous statements and policies, the EU was nonetheless actively affirming its position against the occupation, and taking a stand that the civil society has been calling for. After FCA’s campaign for accurate labelling of origin (2012-13), the EAs have been active in the issue, appealing also to MEPs, e.g. during the annual EAPPI lobby trips to Brussels, arranged by WCC. Information about EAPPI advocacy work in Finland can be found in chapter 2. II.
1.3.8 Humanitarian assistance
FCA received 8.8 MEUR to be used in humanitarian assistance, reconstruction and mine action programmes in 2015. The funding from the Ministry of Foreign Affairs (MFA) for FCA’s humanitarian assistance in 2015 was 5.5 MEUR. This amount included Humanitarian Mine Action continued in Angola and Cambodia, the total funding from the MFA in 2015 being 0.8 MEUR.

In 2015, funds granted by the MFA for humanitarian assistance were mainly targeted to FCA’s programme countries, where the humanitarian situation continues to be fragile, due to conflicts or post-conflict situations in the country or region. These were Nepal, Central African Republic (CAR), Democratic Republic of Congo (DRC), Myanmar, South Sudan, Somalia, Uganda and Jordan.

FCA used a total of 900 000 EUR from its’ own disaster fund for humanitarian assistance in 2015. Most of own funds were targeted to CAR, Nepal, Syria, Uganda, DRC, Ukraine, South Sudan, Liberia, Myanmar, Serbia, Hungary and Greece.

On 25 April 2015 a 7.8 magnitude earthquake occurred in Nepal. FCA started its response immediately by channelling funds to meet the immediate needs of affected people. FCA distributed food packs, shelter materials, non-food items and started its Education in Emergency interventions. A construction team was established and an education specialist recruited in early May. The response efforts resulted in construction of 170 temporary school buildings (333 classrooms) to which FCA distributed learning and teaching materials. Teacher training was also organised in teaching methods and psychosocial support to bridge the education gap caused by the devastating earthquake.

Until the end of August, refugee and migrant arrivals to Europe in 2015 hit 267,000. The majority of those taking the route to Europe were refugees coming from Syria, Eritrea, Iraq and Somalia and their numbers continued to rise rapidly. FCA through its’ ACT Alliance members in Greece, Hungary and Serbia provided humanitarian assistance including food, shelter, necessary non-food items and channelling the refugees. FCA has invested a lot in the global fundraising in 2015, such as providing funds from ECHO and UN organisations. Humanitarian funds granted by UN or other international donors were mainly targeted to CAR, Jordan and Somalia in 2015.

FCA participated also in the UNHCR NGO consultation in June and in the 66th session of UNHCR Executive committee meeting in the autumn as a member of the Finnish delegation. The main messages from the meetings were a shift from refugee camp settings towards integration of refugees in different communities and education was set high in the priority list. FCA has continued the co-operation with UNICEF in the global and country level. FCA is an active member in the Global Education Cluster. According to the annual report, FCA and UNICEF, FCA seconded by its own funds one stand-by personnel, who was a member of the Education Cluster Rapid Response Team. He worked in CAR and Nepal to coordinate the cluster work in 2015.

There was a lot of humanitarian advocacy done in 2015 due to the financial cuts from MFA, but also due to the changes in the working environment and policy discussions. It became clear that working in silos does not function anymore between humanitarian aid and development co-operation, and actors have to find new flexible working ways and solutions. Instead of working separately in humanitarian aid and development assistance, there is a need to combine these two. Development assistance and long term planning should start from the beginning of the crisis, especially in protracted crisis and refugee settings. Funding for the protracted crisis should also be flexible, regardless of the nature of work and different funding sources. FCA has actively taken up these issues both in Finland and global forums.

FCA participated also actively in the preparations and Europe regional consultation and hearings of the World Humanitarian Summit which will be arranged in May 2016.

Humanitarian Roster
The Humanitarian Roster is one of FCA’s means of maintaining and enhancing the organisation’s capacity to react in a rapid and efficient way, especially in the context of sudden disasters. Development of the Roster will continue in line with the broader aim of enhancing the rapid response capacity of FCA and of providing qualified human resources to its humanitarian operations.

Since 2008 FCA has recruited over 180 roster members with a variety of professional backgrounds. New members are normally accepted once a year, after successfully completing a four-day Basic Training Course. Since 2013, shortlisted candidates have been interviewed before being accepted to the course. This has proved to be highly useful in order to ensure that the selected members have skills relevant to FCA’s strategic focus, are motivated and available for deployments when needed.

During the past years the number of applications has been rising considerably, especially from international candidates. In 2015, altogether 181 applications were received to the Roster, of which 20 were selected, of which 14 were deployed to the refugees. FCA has invested a lot in the global fundraising in 2015, such as providing funds from ECHO and UN organisations. Humanitarian funds granted by UN or other international donors were mainly targeted to CAR, Jordan and Somalia in 2015.

FCA participated also in the UNHCR NGO consultation in June and in the 66th session of UNHCR Executive committee meeting in the autumn as a member of the Finnish delegation. The main messages from the meetings were a shift from refugee camp settings towards integration of refugees to different communities and education was set high in the priority list. FCA has continued the co-operation with UNICEF in the global and country level. FCA is an active member in the Global Education Cluster. According to the annual report, FCA and UNICEF, FCA seconded by its own funds one stand-by personnel, who was a member of the Education Cluster Rapid Response Team. He worked in CAR and Nepal to coordinate the cluster work in 2015.

By providing additional capacity building to Roster members FCA aims at enhancing their strategic skills, and thus ensuring the quality of FCA humanitarian response. Since 2008 FCA has recruited over 180 roster members with a variety of professional backgrounds. New members are normally accepted once a year, after successfully completing a four-day Basic Training Course. Since 2013, shortlisted candidates have been interviewed before being accepted to the course. This has proved to be highly useful in order to ensure that the selected members have skills relevant to FCA’s strategic focus, are motivated and available for deployments when needed.

During the past years the number of applications has been rising considerably, especially from international candidates. In 2015, altogether 181 applications were received to the Roster, of which 20 were selected, of which 14 were deployed to the refugees. FCA has invested a lot in the global fundraising in 2015, such as providing funds from ECHO and UN organisations. Humanitarian funds granted by UN or other international donors were mainly targeted to CAR, Jordan and Somalia in 2015.

FCA participated also in the UNHCR NGO consultation in June and in the 66th session of UNHCR Executive committee meeting in the autumn as a member of the Finnish delegation. The main messages from the meetings were a shift from refugee camp settings towards integration of refugees to different communities and education was set high in the priority list. FCA has continued the co-operation with UNICEF in the global and country level. FCA is an active member in the Global Education Cluster. According to the annual report, FCA and UNICEF, FCA seconded by its own funds one stand-by personnel, who was a member of the Education Cluster Rapid Response Team. He worked in CAR and Nepal to coordinate the cluster work in 2015.

1.4 Partnerships and Networks
Finn Church Aid (FCA) works together with a number of partners and networks. As a faith-based organisation FCA has developed special expertise in working with other faith-based organisations. FCA emphasises ecumenical, inter-faith co-operation and adherence to humanitarian principles and human rights. FCA works also with secular, often grass-root organisations.

International Partners and Networks
FCA is a founding member and one of the main stakeholders of ACT Alliance (Action by Churches Together), which is coalition of more than 140 churches and church-related organisations working together in over 100 countries on three targeted areas: humanitarian aid, development and advocacy. ACT Alliance is supported by 25,000 staff from member organisations and it mobilises about EUR 1.5 billion for its work each year. ACT Alliance membership is of major strategic value for FCA.

In 2015, FCA continued to work successfully with ACT Alliance on several humanitarian operations, helped to draft various policies to improve alliance’s development work and advocated jointly on Agenda2030 and its sustainable development goals, World Summit on Humanitarian Aid and climate change. FCA supported ACT Alliance’s brand building and communications by seconding its Communications Directors to ACT Alliance for a year. In addition, FCA was nominated to three of ACT Alliance’s Advisory Groups: Fundraising, Communications, Media and Branding and Complaints Handling. FCA was also a member of Community of Practice (CoP) on Gender Equality and Justice as well as CoP on Safety and Security. As the Alliance has grown, in 2015 ACT Secretariat decentralised its functions from Geneva to Bangkok, Nairobi, San Salvador and Amman. The decentralisation was hoped to improve coordination, but as the process was such early steps in 2015, it was difficult to analyse the results. More detailed information on the co-operation in the field can be found in the Country Programme Reporting chapter (2.1.2) of this report.

ACT Alliance EU (see also chapter 1.3.7 Advocacy) is a platform for co-operation for European church-based development organisations related to ACT Alliance. The main objective of ACT Alliance EU is to influence decision-making processes in the European Union institutions as well as affect developing countries, in order to promote justice and peace, and the eradication of poverty. ACT Alliance EU has been building its capacity over the years and is very well recognised actor in EU policy making level.

In 2015, FCA worked actively in ACT Alliance EU working groups on Rights and Participation, EC and International Funding for Development and Relief, Gender Reference Group (merged with the ACT Community of Practice Gender Equity and Justice) as well as in two regional groups for Central America and the Middle East. The advocacy work of the before mentioned groups was very active and successful. More detailed information on the results can be found in the advocacy chapter (1.3.7) of this report. In addition FCA was represented in ACT Alliance EU’s Policy Advisory Group which supports ACT
resolutions and reconciliation and specifically focusing on dialogue and co-operation, capacity building for conflict prevention and early recovery efforts in FCA's programme countries with the UN level on development and humanitarian aid programmes. In 2015, FCA co-operated with eight LWF Country Programmes managed by LWF Department for World Service. FCA's involvement with World Service is demonstrated later in this report under Country Programmes.

In 2015, FCA also supported LWF Department for Mission and Development Capacity Building programmes. Through the UN capacity building in the field of e.g. disaster preparedness and church sustainability it was possible for FCA to support wider scale of small churches. Supporting churches in rural areas was a successful method to build capacity of such institutions which have been there for a long time and which will stay no matter of catastrophe, conflict or alike. It also links strongly with FCA strategy on empowering local churches via economical alliances and in relation to building capacity for disaster preparedness.

In addition FCA supported LWF Department for Theology and Public Witness, which is responsible for UN advocacy and interfaith work. This department is mandated to advocate towards UN Geneva functions on behalf of the Lutheran Churches worldwide. FCA has collaborated for example with the department in order to support religious activists and gender related advocacy efforts in FCA's programme countries with the UN level on issues such as CEDAW and UP/R processes. In 2015, FCA organised a joint advocacy training with LWF for Faith Based Organisations (FBO) in Myanmar under the ECHO Children of Peace Initiative and an EU development project on conflict resolution in South-Central Somalia under the Non-State Actors and Local Development project. Over the last three years FCA has systematically built partnerships and deeper collaboration with the UN, World Bank and Regional Development Banks both on HQ and Country levels. This includes the resourcing of advocacy and capacity building partnerships as well as programme collaboration. FCA is also constantly building relations with international organisations and donors both at a global and local level, as well as local partners and local governments in countries of operation. A good example of this kind of collaboration is FCA's and the government of Haiti/FAES (Fonds d’Appui aux Économies Sociales) joint submission to ECOSOC concerning construction of 10 public schools in Haiti. This co-operation is funded by the Finnish MFA and DIB.

FCA partnerships FCA works bilaterally with several UN agencies on both global and local levels. The grassroots collaboration focusses in practice in Humanitarian or Development programmes and on global level in WCC and LWF programmes. FCA works frequently with LWF. FCA supported WCC's work in the field of interreligious dialogue and co-operation, capacity building for conflict resolutions and reconciliation and specifically focusing on Middle Eastern peacebuilding. With the outbreak of Ebola, FCA participated and supported WCC in its efforts to develop tools for alternative burial rituals and practices that are culturally acceptable and avoid the risk of contagion. In addition, FCA DRC Country Office collaborated closely with WHO which has impact even at global level. ECHO was one of WCC’s focus countries, and FCA was part of an alliance that organised a side event on DRC during the UN Human Rights Council meeting in Geneva in autumn 2015. One of the UN agencies with whom FCA was part of the event organisation was the UNDP. FCA participated in and supported WCC in its efforts to bring together faith leaders from different traditions from various African nations to discuss peace initiatives and a joint meeting in Nairobi, Kenya. WCC also constantly building relations with international organisations and donors both at a global and local level, as well as local partners and local governments in countries of operation. A good example of this kind of collaboration is FCA's and the government of Haiti/FAES (Fonds d’Appui aux Économies Sociales) joint submission to ECOSOC concerning construction of 10 public schools in Haiti. This co-operation is funded by the Finnish MFA and DIB.

The Network for Religious and Traditional Peacemakers (NETW), and FCA as the Secretariat of the Network, has also strong collaboration with various UN agencies as part of the ENACO Project. The UN-initiated Network for Religious and Traditional Peacemakers established an office in New York in July 2015 in order to support the meaningful inclusion of religious and traditional peacemakers in UN mediation and peacbuilding processes. While the Network has co-operated with a number of UN agencies since its inception, including but not limited to UN Department of Political Affairs (DPA), UN Alliance for Civilizations, UN Office of Prevention of Genocide and Mass Atrocities and UN Women, the establishment of the New York office is furthering collaboration and strengthening partnerships with entities such as UNDP Counter-Terrorism Implementation Task Force (CTITF), Security Council, UN member states missions and peace building civil society present in New York.

As a highlight, the Network Secretariat together with its partners organised a pilot training on Religion and Violence and Mediation for UN DFA and Department of Peace Operations’ (DPKO) staff in 2015 with a request to continue training tailor-made trainings for the UN in 2016 and beyond. The Network’s Gender Working Group contributed to the UNSC review of UNSCR 2116 on the role of women in mediation and peace-making efforts in protracted conflicts. Also, the Network Secretariat took part in the Inter-Agency Working Group that took a vital lead in advancing UNSCR 2250 on Youth, Peace and Security. Furthermore, the Network’s UN Office provides advocacy support for local religious and traditional peacemakers, including women of faith, towards the UN through organising events and dialogues at the UN headquarters.

PBF has been one of the core members of the global Education Cluster (gEC) since 2010 and participates also in the UN Country Support Team (UNCT) activities as a more relevant. As a member of the gEC Group FCA has been actively involved in the activities of Global Education Cluster during 2015. FCA has participated in the support of national education levels in Nigeria and Pakistan. It is an important function. An example of this is a specific capacity support that gEC gave to Nepal education cluster in Psychosocial Support during the earthquake. In 2015 FCA was also actively involved with ghc in revamping gEC’s coordination function. In 2015, FCA and UNESCO started negotiations concerning humanitarian logistics. FCA and UNICEF jointly initiated the Network for Religious and Traditional Peacemakers (NETW), and FCA as the Secretariat of the Network, has also strong collaboration with various UN agencies as part of the ENACO Project. The UN-initiated Network for Religious and Traditional Peacemakers established an office in New York in July 2015 in order to support the meaningful inclusion of religious and traditional peacemakers in UN mediation and peacbuilding processes. While the Network has co-operated with a number of UN agencies since its inception, including but not limited to UN Department of Political Affairs (DPA), UN Alliance for Civilizations, UN Office of Prevention of Genocide and Mass Atrocities and UN Women, the establishment of the New York office is furthering collaboration and strengthening partnerships with entities such as UNDP Counter-Terrorism Implementation Task Force (CTITF), Security Council, UN member states missions and peace building civil society present in New York.

Partnerships in the Programme Countries

FCA has partnered with a large number of NGOs, CSOs, churches and church-related development organisations.

FCA works first and foremost with and through partners in advocacy and policy development in countries and regions for FCA. Need for careful, transparent and uniform selection of partners has become more crucial when FCA has increased the share of local, bilateral partners in its partnerships portfolio. Many of the new partners are relatively small and working in fragile contexts. All partnerships should be based on mutually shared values, commonly agreed goals and respect for human rights (non-negotiable). In addition, selection of partners is based on qualities such as
The parishes and the dioceses support and participate in FCA’s fundraising campaigns. The income from the parishes and the Church Council (incl. Common Responsibility Campaign - Yhteisvastuukeräys) was nearly a quarter of the total fundraising income at the FCA. In addition to funding FCA’s work, the parishes have also an important role in raising awareness about global justice. In 2015, awareness raising continued to take place for example in gatherings, services and schools.

FCA supported and organised events and training for the contact persons and other volunteers in the parishes. The training included education & sharing days in every diocese as well as a study trip to Haiti. The sharing days were thematically bouded to FCA’s ongoing campaigns and other outlets such as working for peace, preventing radicalisation and providing humanitarian aid in disasters.

Private Sector Partnerships
FCA’s approach in private sector partnerships is to encourage businesses in Finland to provide solutions that boost development and humanitarian operations alongside our ongoing work. As a third sector actor with deep understanding of the context and wide networks FCA can ensure that private sector partners can base their operations in developing and emerging markets on ethical, sustainable and impact driven principles. Most importantly we continued to engage with local businesses in the programme and with new private and public sector partners. Rwamwanja youth arriving in Rwamwanja, Uganda, started the series skills for jobs” vocational training programme for refugee youth. The programme is guided by business principles and impact driven principles. Most importantly we are expecting strong support from the parishes in the future as well, but we need to maintain and develop our brand because of a more difficult financial situation that parishes are facing.

Parishes and Dioceses
The parishes (408 pcs) and the dioceses continued to support and participate in FCA’s fundraising campaigns in 2015. Furthermore they are in an important role in supporting and organising the Common Responsibility Campaign (Yhteisvastuukeräys). In 2015, it brought 1,57 MEUR to the FCA, 60 % of total income of the campaign. FCA was able to reach income goals but at the same time the trend towards real co-operation.

Global Grants
2015 was a year marked by a steady growth for FCA and Global Grants (GG). GG unit actively supported FCA’s Regional Offices to further scale-up their projects through institutional funding. The number of applications submitted to institutional donors increased significantly compared to 2014 demonstrating pro-active initiative of Regional and Country Offices in co-operation with GG.

Funding Applications Sent in 2014 and 2015 by Regional Offices

- PENDING
- REJECTED
- APPROVED

The parishes allocate budget funds to FCA’s work. They also admit offerings to FCA in addition to which are supported by the Church Council. The income from the parishes and the Church Council (incl. Yhteisvastuukeräys) was nearly a quarter of the total FCA's fundraising income.

Funding Applications Sent in 2014 and 2015 by Regional Offices

Funding Applications Sent in 2014 and 2015 by Regional Offices

One of the highlights of the year was Suvivirsi, the sing-along campaign. Nearly 200 parishes were involved and the campaign has gotten an official status in Church Administration’s yearly calendar. The most successful fundraising event was broadcasted from Turku in September live in Yle1. Turku Catholic Youth Choir decided to dedicate their concert for FCA and the show had nearly 580,000 viewers and got one of the best results in test messaging donations ever.

People were touched by the need of help for asylum seekers and street collection as well as extra Sunday collections at the parishes were held all over the country.

We are expecting strong support from the parishes in the future as well, but we need to maintain and develop our brand because of a more difficult financial situation that parishes are facing.

**Evangelical Lutheran Church in Finland**

FCA co-operates with local parishes and dioceses of the Evangelical Lutheran Church on issues of international diaconia and ecumenically as a member of the Finnish Ecumenical Council.

**1.5 Fundraising and Finances**

### Domestic fundraising

Year 2015 was exceptional in that sense that there were two big catastrophes: the Nepal earthquake and European refugee crisis. Finnish audience found especially the European refugee crisis very important and donated generously, but also the Nepal earthquake raised a lot of funds. FCA also implemented a smaller fundraising campaign in order to compensate the governmental development aid cuttings, but that didn’t bring any significant results. FCA continued using various fundraising methods for example face-to-face street recruiting, telefundraising, direct marketing, Direct Response TVspots, Alternative Gift (Toisilainen Lahja) and digital fundraising. Regular monthly donations continued being the backbone of FCA’s private fundraising. Direct corporate donations were marginal; the way to implement corporate fundraising is moving more and towards real co-operation.

FCA also participated in the National Broadcasting Company’s (Yle) annual fundraising campaign Yle Helps RedNosedDay” (Ylen Hyvä Säätiön Nenäpäivä).

### Parishes and Dioceses

The parishes (408 pcs) and the dioceses continued to support and participate in FCA’s fundraising campaigns in 2015. Furthermore they are in an important role in supporting and organising the Common Responsibility Campaign (Yhteisvastuukeräys). In 2015, it brought 1,57 MEUR to the FCA, 60 % of total income of the campaign. FCA was able to reach income goals but at the same time the trend towards real co-operation.

### Global Grants

2015 was a year marked by a steady growth for FCA and Global Grants (GG). GG unit actively supported FCA’s Regional Offices to further scale-up their projects through institutional funding. The number of applications submitted to institutional donors increased significantly compared to 2014 demonstrating pro-active initiative of Regional and Country Offices in co-operation with GG.

### Funding Applications Sent in 2014 and 2015 by Regional Offices

**Pending**

**Rejected**

**Approved**

**Evangelical Lutheran Church in Finland**

FCA co-operates with local parishes and dioceses of the Evangelical Lutheran Church on issues of international diaconia and ecumenically as a member of the Finnish Ecumenical Council.

The parishes and the dioceses support and participate in FCA’s fundraising campaigns. The income from the parishes and the Church Council (incl. Common Responsibility Campaign - Yhteisvastuukeräys) was nearly a quarter of the total fundraising income at the FCA. In addition to funding FCA’s work, the parishes have also an important role in raising awareness about global justice. In 2015, awareness raising continued to take place for example in gatherings, services and schools.

FCA supported and organised events and training for the contact persons and other volunteers in the parishes. The training included education & sharing days in every diocese as well as a study trip to Haiti. The sharing days were thematically bouded to FCA’s ongoing campaigns and other outlets such as working for peace, preventing radicalisation and providing humanitarian aid in disasters.

**Private Sector Partnerships**

FCA’s approach in private sector partnerships is to encourage businesses in Finland to provide solutions that boost development and humanitarian operations alongside our ongoing work. As a third sector actor with deep understanding of the context and wide networks FCA can ensure that private sector partners can base their operations in developing and emerging markets on ethical, sustainable and impact driven principles. Most importantly we continued to engage with local businesses in the programme and with new private and public sector partners. Rwamwanja youth arriving in Rwamwanja, Uganda, started the series “skills for jobs” vocational training programme for refugee youth. The programme is guided by business principles and impact driven principles. Most importantly we are expecting strong support from the parishes in the future as well, but we need to maintain and develop our brand because of a more difficult financial situation that parishes are facing.

### Parishes and Dioceses

The parishes (408 pcs) and the dioceses continued to support and participate in FCA’s fundraising campaigns in 2015. Furthermore they are in an important role in supporting and organising the Common Responsibility Campaign (Yhteisvastuukeräys). In 2015, it brought 1,57 MEUR to the FCA, 60 % of total income of the campaign. FCA was able to reach income goals but at the same time the trend towards real co-operation.

### Global Grants

2015 was a year marked by a steady growth for FCA and Global Grants (GG). GG unit actively supported FCA’s Regional Offices to further scale-up their projects through institutional funding. The number of applications submitted to institutional donors increased significantly compared to 2014 demonstrating pro-active initiative of Regional and Country Offices in co-operation with GG.

### Funding Applications Sent in 2014 and 2015 by Regional Offices

**Pending**

**Rejected**

**Approved**

**Evangelical Lutheran Church in Finland**

FCA co-operates with local parishes and dioceses of the Evangelical Lutheran Church on issues of international diaconia and ecumenically as a member of the Finnish Ecumenical Council.
In 2015, FCA sent 36 funding applications to global institutional donors, compared to 22 in 2014. Of the 36 proposals 53% were development proposals, whilst 47% were humanitarian projects. FCAs scope of donors was also widened from previous years. Majority of the proposals, 16, were sent to UN, mainly to UNICEF, UNHCR and IDM. The rest of the proposals were sent to EuropeAid (seven), USAID (four), ECHO (three) DFID (two) and BPRM, IDI and foundations. FCAs success rate in 2015 was 39% (2014 23%), with several proposals still pending. The main reasons for success lie in the strengthened donor relations and negotiations done locally in countries of operation combined with timely planning, building on existing projects with clear added value and a team effort by staff in the field and at HO.

The successes reached a wider range of our Country Programs across the full scope of FCAs thematic strategy. This includes both EuropeAid CSO-LA funding for engaging civil society in political dialogue and state building process in Interim South West Administration and Banadir in Somalia, and EuropeAid/EESA funds to support the Interim Regional Administration in governance in the same area; UNICEF education in emergencies projects in Jordan (Syria crises), Nepal (earthquake) and several projects in CAR (internal conflict); IDI funding for school construction in Haiti; UNHCR funding to support Somali returnees from Yemen; ECHO/EU volunteers funding to support disaster risk reduction activities in several partner countries; and pilot projects with The Immediate Response Facility (IRF)/UNOOSA funding for rehabilitation project for high risk prisoners in Somalia, IDI funding for promoting livelihoods in South Sudan and DFID funding for mobile mentoring for refugee teacher professional development in Kenya.

The objective of diversifying FCAs funding, in which the unit invested its efforts, is therefore slowly showing results, even if work still needs to be done in terms of planning to be better prepared for fast and demanding proposal processes, invest in strategic choice of donors and stronger donor relations, and improving quality of proposal through improved data collection, analyses and capacity of staff. However there is a great potential in combining funding from international institutional donors with the support from MFA, parishes and private donors to enable larger and more effective programmes.

After the Finnish government announcement on the cuts from development co-operation budget and its impact on NGOs in June 2015, FCA was in a relatively good position, having invested in GC already years in advance. However, it was clear that in the coming years FCA still needs to invest even more in getting funding from other institutional donors. It was decided to centralise the unit to support the organisation globally from HO from the beginning of 2016. This will allow specialising even further on our priority donors ensuring donor compliance when applying and managing grants.

### Finances

In 2015, FCA expended a total of 42.6 MEUR on aid and other operations, which represents an increase of 15.3% from 2014 (34.1 MEUR). The income for the period was 42.7 MEUR (33.9 MEUR in 2014) representing an increase of 16.4% compared to the previous financial year. The surplus for the financial period was 0.169 MEUR (deficit at the end of 2014 0.24 MEUR). At the end of 2015, equity stood at 5.8 MEUR (5.7 MEUR at the end of 2014). Advances received for disaster relief work, reconstruction, the Women’s Bank and other operations totalled 13.2 MEUR on the balance sheet (8.7 MEUR at the end of 2014). This includes the assets of former funds, such as the Women’s Bank.

The Ministry for Foreign Affairs provided funding for development co-operation activities the total of 10 MEUR, of which 9.2 MEUR (8.1 MEUR in 2014) through Partnership Agreement, 0.053 MEUR through EU project co-funding support and 0.78 MEUR for the Secretariat of the Network for Religious and Traditional Peacemakers. 6.7 MEUR (5.6 MEUR) was received for humanitarian aid. Thus funds from the Ministry for Foreign Affairs made up 19.3% of the income.

Support received from the Finnish Evangelical Lutheran parishes, including also proceeds from the Common Responsibility Campaign and operational subsidies from the Church Council totalled 8.0 MEUR (7.9 MEUR in 2014) and thus from total income 18.7% (23.3%).

Income from international funding sources totalled 8.8 MEUR (2.8 MEUR in 2014), private donors 8.2 MEUR (7.7 MEUR), and businesses and organisations 0.8 MEUR (1.0 MEUR).

Africa continued to be the most significant work area with the expenditure of 17.6 MEUR (12.8 MEUR in 2014), followed by Asia and Middle East with 6.5 MEUR (8.5 MEUR), Latin America and the Caribbean 5.4 MEUR (2.5 MEUR), Europe 0.4 MEUR (0.2 MEUR) and Global Programmes 3.3 MEUR (2.4 MEUR).

In 2015, FCA used 85.3% of the expenditure for the programme work and 14.7% for the programme support including communications, fundraising, work with the stakeholders and general administration.

### Conclusion

The Country Programme level snapshots show which projects contribute to the results mentioned therein. The Country Programme project listings also indicate whether the project is self-implemented by FCA or implemented by a partner.

In some Country Programmes, a few partner-implemented projects receive funding also from other funders besides FCA and FCAs back donors (funds are pooled). It is good to note that in these specific cases, the data (result examples) aggregated at Country Programme level consists of not only of FCAs and FCAs back donors financial contribution, but also of other funders’ contributions. Such projects are marked in the Country Programme project listings.

**5. Including EU, ECHO, ACT, SEF, IDI, USAID, DFID, KAKOSI, UNICEF and others**

**6. FCA’s primary funding source can be seen in the project listings under each Country Programme.**
2.1 Asia

Partners: 15

Personnel (in FTE): 18,76

FCA Asia Regional office in Phnom Penh, Cambodia, oversees three programme countries namely: Cambodia, Nepal and Myanmar. In 2015, FCA opened its own office in Yangon, Myanmar and hired more staff to initiate programming and liaising in the country. In addition, Nepal Country Programme volume grew rapidly after the earthquake due to the emergency response leading to significant staff increases in Kathmandu.

In 2015, FCA has strengthened its’ presence, local networking and partnerships in Asia and built capacity of partners and own staff to ensure that we continue achieving high quality results. Right to Education theme has been especially strengthened in the region, reflected in FCA’s education in emergency work in Nepal and in development of career counselling and vocational orientation in Cambodia. Moreover, thematic education assessments were carried out in Nepal and Myanmar.

Nepal was seriously affected by two major earthquakes that occurred in April and May 2015. FCA Country Programme was also affected by the disaster, but the office was quick to respond to the needs of the people affected. FCA’s work focused mainly on emergency response and recovery in collaboration with ACT members and UN Clusters.

The implementation of the ACT joint response after the typhoon Haiyan in the Philippines was completed in 2015. FCA used MFA humanitarian aid funds and through large ACT joint response provided assistance altogether to 412,473 beneficiaries in following sectors: food, shelter, livelihood, water and psychosocial support. FCA also seconded a logistics specialist and communication specialist to support implementing ACT members. FCA also provided emergency assistance through ACT members to Vanuatu islands after cyclone Pam caused large-scale damage there in March 2015.

FCA is an active member of local ACT Forum in each programme country. FCA participated in a Regional Forum held in Delhi, India in September 2015. A new ACT Regional Office was established in Bangkok.

2. Overview of the Cambodia Programme

Law on Associations and NGOs (LANGO) was passed in July 2015 implying restrictions to NGO operations in Cambodia. The new NGO law allows the authorities to arbitrarily deny NGOs registration and shut them down meaning that the operational space for CSOs in Cambodia is becoming more limited although FCA and its partners have not been directly affected.

The key Right to Livelihood (R2L) issue targeted by the Cambodia Country Programme in 2015 was on agricultural co-operatives and improvement of business skills, particularly among women, whose participation is hindered by traditional gender roles. Another focus was conflicts related to land ownership, because of its crucial importance for the sustainability of rural livelihoods. Furthermore, Landmine clearance has ensured that vulnerable mine-affected communities can benefit from landmine and UXO clearance integrated with the development initiatives.

Office was established in Bangkok.

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10628</td>
<td>Women in Action project</td>
<td>WIN</td>
<td>MFA Partnership Agreement, Women’s Bank</td>
<td>30,000</td>
<td>76,281</td>
</tr>
<tr>
<td>11554</td>
<td>Enhance Career Guidance at Secondary Education</td>
<td>FCA with MoEYS</td>
<td>Parish</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>11643</td>
<td>Bridges of Education: New Generation School in Cambodia</td>
<td>FCA, PKD</td>
<td>Private</td>
<td>15,000</td>
<td>35,933</td>
</tr>
<tr>
<td>11549</td>
<td>Cambodian Changemaker Network (CCN)</td>
<td>Khmer Youth Association</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>50,000</td>
<td>12,787</td>
</tr>
<tr>
<td>11577</td>
<td>Landmine and ESW clearing for development</td>
<td>CAM, MAG</td>
<td>MFA Humanitarian</td>
<td>50,000</td>
<td>24,318</td>
</tr>
<tr>
<td>11551</td>
<td>Empowerment toward Self-Reliance Programme (ESRP)</td>
<td>LMD</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>15,000</td>
<td>18,451</td>
</tr>
<tr>
<td>11552</td>
<td>Co-operation for Women’s Economic Development (CWEED)</td>
<td>LMD</td>
<td>MFA Partnership Agreement, private</td>
<td>394,999</td>
<td>346,834</td>
</tr>
<tr>
<td>11635</td>
<td>Land and Livelihood Advocacy Project (LLAP)</td>
<td>LMD</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>11634</td>
<td>Women’s Bank Skills Donation</td>
<td>FCA self-implemented</td>
<td>Women’s Bank</td>
<td>10,000</td>
<td>568,626</td>
</tr>
</tbody>
</table>

Total costs (EUR) 568,626

7. Full-time equivalent - Henkilötyövuosi
8. Pooled unearmarked funds
by FCA was the development of career counselling and vocational orientation. This focus was chosen due to the extremely high proportion of youth in the Cambodian population and the difficulties that youth from poor rural backgrounds face in finishing their studies and finding their place in the labour markets.

This was also an opportunity to use the added value of FCA’s Teachers without Borders (TwB) programme. In order to ensure sustained faculty and duty-bearer involvement, FCA co-operated closely with Cambodia’s Ministry of Education, Youth and Sport (MoEYS). FCA was able to provide important added value by using Finnish expertise through the TwB project to respond to a significant gap in the Cambodian education sector, supporting the development of career counselling.

FCA’s work on Right to Peace (R2P) focused on developing channels for the young people’s participation in building a more democratic society in Cambodia, as well as in the promotion of reconciliation mechanisms to tackle recurrent land conflicts. Cambodia’s political situation is characterised by tensions and corruption, and the youth are generally seen as the crucial actor in defining the country’s future. FCA’s added value has been in building youth networks based on the successful Changemaker concept.

FCA continued partnership with five local partner organisations. Co-operation with a new partner Puthi Komar Organization (PKO) was started with regards to Teachers without Borders (TwB) programme and planning for a new model school project.

The Country Programme has been operating in 11 districts of five provinces; Kampong Speu, Kampong Chhnang, Pursat, Battambang, Siem Reap and Phnom Penh Municipality. During 2015, FCA held the deputy presidency of the ACT Cambodia Forum. The most important common initiative was the updating of the ACT Emergency Preparedness and Response plan, a process in which FCA had an active role and continues to play a leading role particularly in community level conflict resolution, bringing in the local authorities.

FCA with other funding partners has contributed to the communities, and particularly women’s, increased assets and capabilities to develop sustainable livelihoods have increased significantly. As an example, 4,776 people have improved access to assets like agricultural materials, seeds and family ponds. 63 communities have access to improved community assets such as spill ways, ponds and wells. 2,069 people (54 % women) received training in on-farm, off-farm skills or business skills.

FCA with other funding partners’ contribution has made it possible that almost 30,000 people (73 % women) are members of 489 micro-finance structures (including savings groups and agricultural co-operatives). 18 female-owned micro-enterprises were established and 10 further developed.

During 2015 in landmine clearance project, 100% of clearance and land release activities were undertaken and 100% of the land cleared has been utilised for agricultural use. The post clearance impact assessments revealed that the land will be used for a variety of different crops, with 66% for cassava cultivation and 23% rice. 27,316 people from approximately 4,727 households benefited from improved access to resources, expanding their livelihood opportunities.

A specific Land and Livelihood Advocacy -project focused on the peaceful solution of land conflicts and enhanced dialogue between and among authorities and community members. Land issues are one of the major root causes of conflicts in Cambodia. Awareness raising, public forums, trainings and workshops about Alternative Dispute Resolution, conflict prevention, land laws and other relevant issues were organised and nine Commune Mediation Committees (CMC) were formed. They helped to solve 119 conflicts in a peaceful way and community members were satisfied with CMC’s conflict resolution that helped save time and money and contributed to harmony in communities.

Right to Education: A unique pilot initiative was developed between MoEYS, FCA and TwB. 15 teachers, NGO and education staff from four schools were trained during seven months. 2,600 secondary school students attended the Changemaker network and increased their capacities in democratic participation. 210 youth joined the Changemaker network and increased their capacities in democratic participation.

FCA also continued to monitor practises at the school level and plans were made to use social media as a tool for education. FCA continued to monitor practises at the school level and how trained counsellors were performing. All pilot schools continued allowing counsellors to work in their new roles and conduct regular counselling classes and sessions for students.

The national education system was strengthened through capacity support by four TwB Education Advisors and three education workshops. Six advocacy initiatives were organised at different levels, addressing the need to improve educational opportunities. A joint campaign on World Teacher’s Day had important unplanned results: Teacher Policy Action Plan (TPAP) was approved and teachers’ salaries increased. A new partner PKO hosted first TwB volunteers already in 2015. Planning for a model school project with PKO was advanced through planning and FCA and TwB volunteers exchange visits and community consultations to obtain sufficient information for the problem analysis. Furthermore, four teachers from the Lauttasaari school contributed to improve the quality of teaching in schools in Battambang.

4. Evaluations, Assessments and Studies

Women in Action project (WIN): Cambodia Women Crisis Centre (CWCC) conducted a Mid Term Evaluation (MTE) of the project in 2015. The review concluded that the project design effectively addressed the problem of poor and vulnerable women and girls, focusing women’s livelihoods and gender equality. The outstanding achievement of the project’s first two years is the establishment of saving groups that give poor women access to low interest loans. The most successful component of the project is supporting girls’ access to education. Good practices identified in the review included the involvement of Buddhist monks in the SGs, which not only improved the effectiveness of the project by building trust, but also helped to change the mind set of...
were discussed with LWD and taken into account in the farmer co-operatives or enterprise. These recommendations functions, and leadership with a clear future vision for so they can achieve improved production, management across the country; to focus the capacity building support co-operatives and build linkages to existing networks assets; to address some key challenges faced by agriculture operative (WAC) and individual household income and 2015 in Kampong Speu, Kampong Chhnang, Pursat and Kampong Chhnang, Pursat and Battambang Provinces for LWD’s CWED project and to enable beneficiaries to have an impact on project targets. The main recommendations for LWD included to review the project logframe against the baseline report in terms of administrative staff after the September 2015 training and evaluation was based on interviews of 10 trainees and 22 evaluation concluded that LWD’s community development activities had added significant value to MAG land mine clearance investments. The assessment team recommended that MAG and LWD should continue their collaboration to increase the benefits of land mine clearance for all beneficiary households in their respective communities, to achieve an appropriate balance between economic and social objectives concerning effectiveness and equity.

5. Capacity Building

During 2015, FCA partners have become stronger and more independent of FCA support, including becoming able to diversify their funding from different donors. FCA staff has been working closely with partners to support them in building their capacity, in addition to organising specific capacity building workshops. Close collaboration between FCA and PKO on funding proposal development regarding education theme, equally built PKO’s capacities in project design and development of funding proposals. Thematic indicators’ orientation workshop was organised in July 2015 to build a common understanding about how to collect relevant information for each indicator. The workshop was attended by 15 participants from the NGO partners including LWD, CWCC, KYA and PKO as well as FCA staff. As a result of a half-day workshop, partners got a better understanding on monitoring and data collection.

Markets for Poor (M4P) training was organised together with ICCO in May 2015 in Phnom Penh. 24 participants (six females) came from different partner NGOs working on R2L theme. The main facilitators came from ICCO regional and Cambodia offices. The topics covered included Market Development as approach, Sector Analysis and Strategy Formulation, Intervention Design, Monitoring and Results Measurement (DCED) and Formulation of Re-entry Action Plans.

6. Challenges affecting the programme and lessons learnt

Law on Associations and NGOs (LANGO) was passed in 2015 implying restrictions to NGO operations in Cambodia. The LANGO did not affect FCA or its partners directly, but the space for CSOs in Cambodia is becoming more limited and may affect our work in the future. Major natural disasters did not occur in Cambodia in 2016, but the earthquake in Nepal did affect the programme indirectly by requiring focusing FCA’s regional human resources in Nepal. The main challenge affecting the Country Programme and its implementation were linked to the budgetary cuts in MFA funding that implied significant reductions of project budgets, and thus required the redefinition of project plans and annual work plans already for 2015, but especially for 2016 in many of FCA’s R2L projects. A second challenge was related to staff turnover and reduction.
1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10993</td>
<td>Integrated Rural Development Project</td>
<td>LWF Myanmar</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>120,000</td>
<td>120,000</td>
</tr>
<tr>
<td>11564</td>
<td>Myanmar Flood Emergency</td>
<td>ACT Alliance, LWF Myanmar</td>
<td>Private</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>11461</td>
<td>Advancing Sustainable Peace in Myanmar</td>
<td>CPCS</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>50,000</td>
<td>32,750</td>
</tr>
<tr>
<td>10995</td>
<td>EU Children of Peace Initiative – Education assistance to children in IDP camps in Rakhine State, Myanmar</td>
<td>EU Humanitarian, parishes</td>
<td></td>
<td>187,076</td>
<td>127,969</td>
</tr>
<tr>
<td>11624</td>
<td>Myanmar Universal Periodic Review (UPR)</td>
<td>LWF Myanmar</td>
<td>MFA Partnership Agreement, Women’s Bank</td>
<td>125,000</td>
<td>119,735</td>
</tr>
<tr>
<td>11625</td>
<td>Myanmar Humanitarian assistance to IDPs in Myanmar in 2015</td>
<td>Metta</td>
<td>MFA Humanitarian</td>
<td>477,064</td>
<td>338,258</td>
</tr>
<tr>
<td>11294</td>
<td>Kachin IDP response through protective value of livelihood and education opportunities</td>
<td>Metta</td>
<td>MFA Humanitarian</td>
<td>68,000</td>
<td>57,555</td>
</tr>
<tr>
<td>11563</td>
<td>Myanmar Program Development</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>11562</td>
<td>Myanmar Field Presence support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>160,000</td>
<td>88,966</td>
</tr>
<tr>
<td></td>
<td>Total costs (EUR)</td>
<td></td>
<td></td>
<td>967,277</td>
<td></td>
</tr>
</tbody>
</table>

2. Overview of the Myanmar Programme

In 2015, significant events in Myanmar were the National Ceasefire Agreement on 15 October and the first free democratic elections held on 8 November. The Agreement ended the armed hostilities in the Southeast (Kayin), but was not signed by key opposition groups in Kachin and Shan, which leaves a great uncertainty. Aung San Su Kyi’s party NLD got a sweeping victory in the elections and won more that 95% of the 75 seats (25 were reserved for the military). These events pave the way for development in Myanmar, even though it still is identified as an extremely vulnerable country. For example ongoing ethnic conflicts cause displacement of people and access to conflict-affected areas remain a challenge.

In Rakhine, Kachin and in Northern Shan FCA has in partnership with METTA implemented humanitarian assistance projects that supported conflict-affected internally displaced people (IDPs). The projects supported children in IDP camps by providing access to formal and non-formal education, psychosocial support as well as IDP families to improve their livelihoods and build resilience.

The FCA efforts in the Delta, Chin and Kayin concentrated on livelihoods and women’s empowerment, and are longer-term development oriented, incorporating Disaster Risk Reduction and Climate Change Adaptation in the environment vulnerable to cyclones and flooding.

Aside from development activities that are mostly set around empowerment of women and youth through livelihoods in the Delta region, FCA has addressed working out the concept of learning to earning and defining peace interventions. For this first steps have been set to identify new partners and realise this more in new ongoing programmes with the existing partners. In developing peace work (R2P), FCA conducted a partnership assessment of Center for Peace and Conflict Studies (CPCS) from Siem Reap, Cambodia in September 2015 and agreed to commission a pilot research project on conflicts in Rakhine and Kachin states. 2015 was a year of change for FCA in Myanmar in terms of the starting up of establishing and registering the organisation and exploring the strategic direction of the Country Programme. FCA has established its own office in Yangon and has now a core staff of three in Myanmar. FCA is processing its official registration and anticipates completing this procedure in 2016. FCA’s increased presence in the country has had positive influence on the network building and engagements with crucial institutions like UNICEF for its Education in Emergancy component. It has also strengthened its partnerships and technical assistance towards the local partners.

For further programme development FCA carried out two studies in 2015. The Thematic Education Assessment identified the potential areas for FCA’s education involvement, especially focusing on the possibilities for youth and strengthening the learning for earning concept. In collaboration with FCAs Cambodia Programme an internal assessment was made to map potential youth organisations for future engagement in the Myanmar.

In 2015, FCA’s supported programmes in Northern Shan state and Delta Area, Chin and Kayin states.

With the ACT forum FCA has engaged in “Get Our ACT Together” (GOAT) initiative, which aims to explore closer collaboration between ACT partners in the country. For Myanmar, this has resulted in sharing resources and currently the development of a joint project for the Southeast region.

Myanmar ACT members have updated their Emergency Response plan in October 2015. The ACT forum meets regularly and shares information, training opportunities, best practices and looks for synergies between actors.

3. Progress made in the Country Programme’s set objectives and sub-objects during 2015

a) Snapshot of Key Results in 2015

Myanmar Country Programme reached 9,766 direct beneficiaries: 3,425 women, 2,496 men, 1,826 girls and 2,019 boys in 2015.

- 124 village Development Committees have been formed and engaged in activities with township authorities, and relevant departments as Agriculture, Relief and Resettlement, Livestock and Land Recordings.
- 2,504 IDP students were able to continue their school education in Northern Shan.
- 501 people (15% women) at the community level were involved in the UPR process.

Right to Livelihood (R2L)  Projects contributing to this result: 10993, 11624

Right to Education (R2E)  Projects contributing to this result: 10993, 11624

Advocacy  Projects contributing to this result: 10993, 11624

- 368 women’s group members have engaged in profitable part-time activities either on/off farm and enhanced family income
Right to Livelihood (R2L): In 2015 FCA Myanmar has supported a total number of 1,409 poor rural households in the Delta area and 303 Internally Displaced People’s (IDP) families in Northern Shan to improve their livelihoods and build resilience. Training in both on/off farm skills, business skills, providing start-up funds and establishing credit and savings groups had a significant positive effect on households’ situation. FCA with other funding partners have contributed to R2L development resulting in 388 women’s group members have engaged in profitable part-time activities either on/off farm and enhanced family income through access of loans and the combined 28 women groups have a common capital of 44,000 euros as a balance by the end of 2015. This is an increase of 5% (in Euros). As a result women stated 50% rise in food security and that they are able to get better quality of nutrition. They improved and repaired their houses, acquired new household equipment, sent children to school and saw both their social status improved as well as a positive effect on health. The numbers of women and youth increased till 40% and 30% in Village Development Committees and other structures.

Right to Education: With the partner Metta FCA supported the Right to Education in Northern Shan state by enabling 2,034 IDP students to continue their school education after being uprooted by continuing armed conflicts in the Northeast area of Kachin and Shan states. Many of the IDP camps are small groupings around churches mostly from the same villages or group of villages where it was unsafe to stay. Most pupils are able to attend the existing regular schools. Due to the distance six Temporary Learning Spaces were set up in the camps. 25 camps received aid that increased pupils’ access to quality education. This comprised Temporary Learning Spaces (TLS), Early Childhood Development Centers, volunteer teachers, student/teacher kits, learning materials and student fees. WASH facilities complemented the school environment in 25 camps, together with life skills training and protection measures.

Right to Peace: FCA partnered with the Center for Peace and Conflict Studies (CPCS) in Cambodia to conduct a research on how to best establish and create a conducive peace environment through a grass roots analysis of conflicts and involve key community leaders to facilitate this process (interfaith dialogue). The pilot project addresses the ongoing violence in Rakhine and Kachin State by increasing the capacity of peace building organisations and to have an in-depth understanding of the conflict as inputs for strategic interventions.

Findings of the research will be available in June 2016 and will be an important input for further formulation of FCA’s peace initiatives in Myanmar. Important is that the study also includes capacity building of key community leaders (different ethnic groups, faiths and women) who are expected to play a key role in this dialogue driven process.

Advocacy: FCA was one of the funding partners to support LWf in the UPR (Universal Periodic Review) process. Based on grass roots evidence and participation from beneficiaries and stakeholders in its project areas 303 people were involved, including 169 female. During the consultations, the following issues were identified as key human rights violations to be presented in the UPR report by the communities: land, access to safe water, birth registration, nationality and gender. There were international advocacy activities around the UPR review of Myanmar in November 2015, e.g. meetings with missions in Geneva and others to present their key issues of concerns and recommendations in relation to human rights in Myanmar.

EU funded Children of Peace project in Rakhine: FCA and LWf conducted a partial assessment/evaluation on “Increase of Self Esteem” to determine the outcome for the protection component for Muslim and Buddhist IDP children in April/May 2015. Outcome was a high level of appreciation for the assistance in terms of schooling, recreational and psychosocial activities the project had put in place for the children. This was an important result concerning wellbeing of beneficiaries in the camps. Due to unrest LWf was able to do the baseline the year before so an assessment was made at the end.

The thematic assessment on education for Myanmar was conducted by a consultant in December 2015. The aim of the assessment was to get a general picture and identify the major challenges of the education sector in Myanmar. The report provided recommendations to FCA on how to develop its programme further in the education sector, for instance including shifting focus from short-term humanitarian projects to long-term development work, linking skills trainings to national TVET standards, advocating and supporting government to provide education for IDP children.

The results of the assessment will be used in developing FCA’s education programme in Myanmar and in the new strategic planning for Myanmar. The opportunities in the field of education are significant as only a few actors are focused on the quality improvement of education. Also institutional donors like EU and UNICEF lay more emphasis on education components in their calls.

Ville Asikainen, the Coordinator of Changemaker Network from FCA Cambodia conducted a pilot assessment of the youth organisations and networks active in Myanmar in December 2015. The aim was to explore the possible collaboration with youth groups and identify youth issues that FCA and its partners could address or better address in its projects. The new youth programme can benefit from the experience of the Changemaker programme in Cambodia.

Capacity Building: In 2015, FCA has supported partners in capacity building on management and M&E, as well as technical inputs for Education in Emergencies (EiE) and livelihoods. In general FCA has observed that partners experience huge time pressure in implementation and field staff still needs capacity building in monitoring and reporting. Capacity building of the partners needs more attention in 2016 and for this purpose also new staff has been recruited and FCA has had a local Programme Officer since November 2015. Capacity building needs to be reinforced to ensure timely and good quality planning, implementation, monitoring and reporting of the activities.

In livelihood projects it has been noted that many of the microenterprise activities face a glass ceiling in reaching a more established and formal level of business operation. This is due to missing market linkages, capital, remoteness and for the IDPs the unstable economic and political environment in which they operate. With LWf it has been discussed to add “starting capital” and/or “equipment/toolkits” to assure that trainees can establish income generating activity.

In Northern Shan security risks were the greatest challenge to the implementation of the project. Due to the sporadic moments of fighting, some implementation of activities was delayed. This especially affected the transportation of materials to the project locations and IDP children’s attendance in host community schools. Occasionally the fighting reached the IDP camps and the activities had to be temporarily suspended. These serious security risks were managed by delaying the activities until they were safe to resume.

FCA’s registration process in the country has been delayed due to the November elections and the following five months of “hand-over” period.
1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11636</td>
<td>Nepal Earthquake Response 2015</td>
<td>ACT Alliance, FCA, UCEP, WVAF, FMI</td>
<td>ACT, private, parishes</td>
<td>899,052</td>
<td>686,211</td>
</tr>
<tr>
<td>11637</td>
<td>Nepal Earthquake Response 2015 MFA11</td>
<td>FCA, LWF, UCEP</td>
<td>MFA Humanitarian</td>
<td>600,000</td>
<td>551,832</td>
</tr>
<tr>
<td>11638</td>
<td>Nepal Earthquake Response by ICCO</td>
<td>ICCO, ACT Alliance</td>
<td>Private</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>11555</td>
<td>Actions for Advancing Freedom of Freed Haliya, Kamaliga and Kamaliyas</td>
<td>LWF Nepal</td>
<td>MFA Partnership Agreement, private</td>
<td>246,000</td>
<td>245,000</td>
</tr>
<tr>
<td>11632</td>
<td>Promotion of Women’s Economic, Social and Cultural Rights in Lalitpur</td>
<td>LWF Nepal</td>
<td>MFA Partnership Agreement, Women’s Bank</td>
<td>194,235</td>
<td>188,801</td>
</tr>
<tr>
<td>11659</td>
<td>Nepal Development Programme11</td>
<td>LWF Nepal</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>11557</td>
<td>Equality and Non-Discrimination for Sustainable Peace (ENDS)</td>
<td>NNDS/WO</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>33,156</td>
<td>30,500</td>
</tr>
<tr>
<td>11635</td>
<td>Addressing Concerns of Nepalese Dalit through Second Cycle of UPR</td>
<td>NNDS/WO</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>15,000</td>
<td>14,170</td>
</tr>
<tr>
<td>11550</td>
<td>Skills training and Technical Education for Employment Programme</td>
<td>UCEP</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>11568</td>
<td>Promoting Equality and Accountability for Change and Empowerments (PRACTE)</td>
<td>BVAF</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>60,000</td>
<td>58,332</td>
</tr>
<tr>
<td>10837</td>
<td>Nepal Field Presence support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>55,000</td>
<td>52,314</td>
</tr>
<tr>
<td><strong>Total costs (EUR)</strong></td>
<td></td>
<td></td>
<td></td>
<td>2,039,980</td>
<td></td>
</tr>
</tbody>
</table>

11. LWF share pooled funds
12. Pooled unwarmed funds

2. Overview of the Nepal Programme
A massive 7.8 magnitude earthquake with an epicentre approximately 80 km north-west of the capital city, Kathmandu, struck central Nepal on April 25th 2015. This earthquake was followed by 400 aftershocks leading to mass destruction of human lives and infrastructure forcing a change in the FCA Country Programme priorities and hindering smooth implementation of the activities.

FCA Nepal Country Programme responded timely to the massive earthquake by collaborating with ACT members, UN Clusters and Government of Nepal. Two new humanitarian aid projects were implemented that were not part of the original Country Programme Annual Plan 2015. A project with ACT Alliance members focussed on education sector, aiming to provide equal and uninterrupted access to quality education and to improve teaching quality. A MFA funded humanitarian project concentrated on life-saving activities, for example, providing basic foods, emergency/temporary shelters and cash for work.

The earthquake also affected the livelihood of targeted population in the worst-hit districts. FCA’s long-term development co-operation programme was able to reshape quickly to respond to the emergency situation. The Country Programme continued to promote sustainable economic recovery through supporting micro-enterprises, income generation activities, community infrastructures and skills training.

In 2015, FCA worked in the following geographical areas: all nine districts of Far West Region, Lalitpur, Katmandu, Bhaktapur and Kathmandu districts of Central Region, and Mid-West and East Regions of Nepal.

The Country Programme explored partnership opportunities with Nepalese local NGOs specialised in psychosocial issues to provide psychosocial supports to the earthquake affected teachers, students and their parents. Consequently, Centre for Mental Health and Counselling Nepal (CMC) was selected as a new partner for psychosocial support work while responding to Nepal massive earthquake.

In 2015, FCA has established a good relationship with UN agencies, in particular with UNICEF, ACT Alliance members, NGOs, government ministries and departments and civil society networks. FCA is a core member of Nepal Education Cluster at the national and sub-national levels. In addition, FCA has become a member of Association of International NGOs (AIN) as one of the major Finnish CSOs working in Nepal.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Project name</th>
<th>Number of beneficiaries and results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Livelihood (R2L)</td>
<td>Debt dismissal campaigns and interaction between freed Haliyas and their ex-masters was successful to dismiss the loan of 22 freed Haliyas amounting EUR 33,107.</td>
</tr>
<tr>
<td>Right to Education (R2E)</td>
<td>17,077 school children had access to 553 safe classrooms.</td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
<td>Among 675 members of the local peace support structures, 68% were women. This serves as evidence of increased willingness and capacity of the duty-bearers and right-holders to engage conflict affected women in peace support structures.</td>
</tr>
<tr>
<td>Advocacy</td>
<td>7 Dalit organisations participated in national and regional level consultation and prepared a report on the human rights situations of the Dalits in Nepal. The report was submitted to OHCHR Geneva and presented in 2nd UPR Nepal review.</td>
</tr>
</tbody>
</table>
b) Key Achievements during 2015

Humanitarian assistance and Education in Emergencies: FCA together with ACT Alliance Nepal Forum members started earthquake response since day one and jointly issued a full appeal “Nepal Earthquake Response”. FCA was the only requesting member to respond in education in emergency. ACT forum has been intervening in remote and isolated village development committees (VDCs) of 11 districts with a response, early-recovery and reconstruction programmes. ACT forum has reached to 98,289 households and 470,650 people.

After the earthquake FCA met the immediate food and shelter needs of 15,000 families distributing basic foods and emergency shelters, collaborating with ACT Alliance Nepal forum members. FCA’s education in emergency work also met the educational needs of over 17,000 students building 570 safe and secure temporary learning spaces along with adequate water, sanitation and hygiene facilities. The work was implemented in three earthquake-affected districts, filling urgent gaps and needs identified by Nepal Education Cluster, while promoting sustainable and impactful recovery and transition and the right of children to education.

FCA’s efforts in building the capacity of 1,602 teachers have contributed to improve the quality of teaching. FCA, Nepal, being a core member of the training curricula development committee, contributed significantly to develop the teachers’ training package. Teacher training has components that contribute to long term resilience and institutional disaster preparedness as well.

The Country Programme’s development and humanitarian work received great coverage in Finnish, Nepalese, FCA and ACT Alliance media. The Government of Nepal’s Ministry of Finance congratulated FCA with a letter of appreciation for its outstanding work to respond to education in emergency in time. FCA is well established and known as a key actor within the international humanitarian communities working in Nepal, specialised in education in emergency (EiE) work.

In 2015 FCA Nepal has diversified its funding base. FCA also built its own capacity to respond to a large scale emergency in education, WASH, shelter and food sectors. Following the emergency response, the number of staff in FCA Nepal Country Office increased from one staff (Country programme Coordinator) in 2014 to the team of 36 professionals. This included a large team of short term humanitarian project staff, mainly consisting of construction engineers.

Right to Livelihood (R2L): FCA has encouraged innovative and sustainable farm and off-farm activities to maximise the production and profit and enhance communities’ resilience in case of emergencies. In addition, gender gaps in accessing livelihood assets have decreased. Altogether, 5,829 beneficiaries have accessed livelihood assets, among them 84% are women. Above 3,000 women accessed financial resources through co-operatives as shareholder members. 14 co-operatives are completely led and managed by women. Women have been provided with equal opportunities in training.

Skill development training provided to unemployed youths and women followed by job placement and business start-up support have proved to be a stabilising factor in a society, preventing youth radicalisation, thus promoting the Right to Peace (RtoP). Conflict affected women (CAW) and other youths affected by previous armed conflict were given priority while selecting participants for technical vocational education and skill development training.

Increased women’s access to and control over land, finance and other productive resources have drastically reduced violence against women. Furthermore, a series of dialogue sessions between Dalits and non-Dalits, Haliyas and landlords has contributed to create social harmony and realising peace in the communities. The Country Programme has empowered former bonded labourers, Dalits and women to amplify their voices to claim their rights. At the same, FCA has built the capacity of local authority to fulfil their obligations. Local conflicts related to land, labour and loan have been minimised through mediation and counselling. Similarly, freed Haliyas and ex-masters have jointly carried out hostility reduction activities.

Advocacy: FCA provided financial and capacity building support to its partner, Nepal National Dalit Social Welfare Organisation (NNDSWO) and Dalit CSOs coalitions to enable them to take part and raise their concerns in Universal Periodic Review (UPR). 71 Dalit organisations participated in national and regional level consultation and, prepared a report on the human rights situation of the Dalits in Nepal. The report was submitted to OHCHR Geneva and presented in the Nepal UPR second review. Out of 126 recommendations made by UPR review committee, nine are related to Dalit human rights.

5. Capacity Building

FCA has provided continuous support to its implementing partners, which has improved the quality and effectiveness of project interventions. A partnership assessment had been carried out for all new partners. Findings from the assessment were incorporated into the capacity building plan. As a result of continuous capacity building the long standing partners rely less on FCA and have become more independent in planning and implementation. FCA partners have accessed the funding from Government of Nepal, other INGOs and bilateral donors. The outcome of capacity building support was reflected explicitly also in staff’s day-to-day actions and staff prepared an action plan to transfer the learning into action.

Through UPR project two staff members from NNDSWO and FCA, participated in training of Women human rights advocacy for faith based organisation. Nepal Earthquake Response included trainings in First Aid, INEE standards, safety and security and WASH for staff members of local implementing partners WVAF and UCEP and FCA.

6. Challenges affecting the programme and lessons learnt

The earthquake damaged road networks, buildings and other infrastructure, hampering smooth transportation of...
relief and construction materials and development inputs. Unavailability of reliable suppliers and lack of adequate amount of quality goods and services increased workload of FCA staff significantly and delayed the response.

The protests and strikes led by “Madhesi political parties” in southern Nepal and economic blockade in response to the new constitution resulted in fuel shortages and price hikes, threatened the availability of goods and supplies, restricted travel throughout the country and affected the provision of relief materials and transportation in all isolated project areas. This posed also significant challenges to the effective and timely implementation of the Country Programme in 2015.

The POWER project was severely affected, 95% of the houses were destroyed, number of livestock lost and six co-operative members died. The “Skills training and Technical Education for Employment Programme, STEP” project was also affected as the training participants left the vocational school to return to home and thus classes were interrupted. These projects came to a complete stop for four months, but were restarted again in the autumn.

The working space of CSOs like FCA has narrowed down in Nepal due to stricter government regulation. After the earthquake, government is frequently changing policies, guidelines, operating procedures.

Participation in UN clusters has allowed FCA to share its knowledge and expertise, and FCA has become a known and respected actor in the education, WASH and logistical clusters. Cluster coordination at different levels not only helped to avoid duplication but also leveraged the impact of the resources.

Disaster Risk Reduction (DRR) has been further strengthened in the long-term development work to prepare communities to respond and to minimise the risk of disaster. School-based preparedness, including the preparation and implementation of a school contingency plan, is an effective approach to link response to the preparedness and vice-versa. Psychosocial support provided to the community, teachers, students and their parents after the earthquake had a major influence in getting them back to normalcy.

2.2 Central and West Africa

Partners: 14
Personnel (in FTE): 45,1

Finn Church Aid’s (FCA) Central Africa Office (CARO) and Finn Church Aid’s West Africa Office (WARO) became FCA West and Central Africa Region (WECARO) in 2015. The WECARO Region was led by the WECARO Regional Representative based in Monrovia, Liberia. The establishment of the WECARO Region was to promote improved regional co-operation between the different FCA offices in Liberia, Sierra Leone, Democratic Republic of Congo (DRC) and the Central African Republic (CAR). Non-informal discussions and one regional meeting took place in 2015 in June in Abidjan, Ivory Coast. Issues discussed during the meeting included WECARO risk analysis and mitigation, WECARO opportunities and challenges and strategy planning. All FCA WECARO staff also participated in a short training in fundraising.

The country contexts of DRC and CAR remained volatile throughout 2015, and the security and operational related challenges in CAR in particular continued to challenge FCA’s work. In DRC, the second half of 2015 focused on ensuring FCA’s responsible exit by January 2016, following considerable reductions in the Ministry of Foreign Affairs of Finland (MFA) funding. In Liberia and Sierra Leone the uncertainty of the Ebola Virus Disease (EVD) delayed the restart of FCA and partners’ longer term projects. In early 2015 new projects started and additional resources were allocated to the fight against EVD and later to support EVD recovery activities. In 2015, FCA worked with all together 14 partners in DRC, Liberia and Sierra Leone, while in CAR interventions were directly implemented by FCA.

14. Full-time equivalent - Henkilötyövuosi
3. Annual Programme Reports

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner Description</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11564</td>
<td>Ebola project</td>
<td>FCA together with the local partners</td>
<td>MFA Humanitarian, parishes</td>
<td>615,000</td>
<td>453,780</td>
</tr>
<tr>
<td>11706</td>
<td>WA Regional Capacity building of local partners</td>
<td>All Liberia and Sierra Leone partners</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>5,000</td>
<td>4,276</td>
</tr>
<tr>
<td>11710</td>
<td>Baseline Studies and Evaluations</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>46,000</td>
<td>28,919</td>
</tr>
<tr>
<td>11427</td>
<td>WARIO resource mobilization</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>35,000</td>
<td>26,977</td>
</tr>
<tr>
<td>11480</td>
<td>WARIO office PMER support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>426,000</td>
<td>414,143</td>
</tr>
<tr>
<td></td>
<td>Total costs (EUR)</td>
<td></td>
<td></td>
<td>938,095</td>
<td></td>
</tr>
</tbody>
</table>

Democratic Republic of the Congo (DRC)

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner Description</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11601</td>
<td>Entrepreneurship and livelihoods development of vulnerable households and Innovations in Value Chain Systems in Walikale</td>
<td>ALPM</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>77,000</td>
<td>76,547</td>
</tr>
<tr>
<td>11603</td>
<td>Youth Empowerment Project</td>
<td>ETN</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>115,000</td>
<td>111,684</td>
</tr>
<tr>
<td>11443</td>
<td>Support to small entrepreneurship and income generation for the vulnerable youth in Goma, DRC</td>
<td>ETN</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>50,000</td>
<td>43,906</td>
</tr>
<tr>
<td>11600</td>
<td>Holistic Women’s Empowerment Project</td>
<td>FJDF, DFI</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>120,000</td>
<td>117,471</td>
</tr>
<tr>
<td>11587</td>
<td>Humanitarian assistance in food security, reducing malnutrition and social reinvention of populations affected by violence in Masisi, North Kivu, DRC</td>
<td>LWF DRC with FCA</td>
<td>MFA Humanitarian</td>
<td>550,000</td>
<td>399,856</td>
</tr>
<tr>
<td>11437</td>
<td>Kugabu Local Development and Capacity Building Project</td>
<td>LWF DRC</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>115,000</td>
<td>115,000</td>
</tr>
<tr>
<td>11502</td>
<td>Emergency nutrition, food security and psychosocial support for the vulnerable IDP and returnee communities in Masisi territory, North Kivu, DRC</td>
<td>LWF DRC with FCA</td>
<td>MFA Humanitarian, private</td>
<td>74,000</td>
<td>62,859</td>
</tr>
<tr>
<td>11643</td>
<td>COO-151 – Response to Burundia refugees influx in DRC</td>
<td>FCA self-implemented</td>
<td>Private, ACT</td>
<td>100,000</td>
<td>97,319</td>
</tr>
<tr>
<td>11602</td>
<td>Alternatives Group to find long lasting solution to the Burundia conflict project</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>50,000</td>
<td>47,706</td>
</tr>
<tr>
<td>11521</td>
<td>Emergency food distribution, contributing to livelihood and improved resilience for conflict affected communities in North Kivu, DRC</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>25,953</td>
<td></td>
</tr>
<tr>
<td>10353</td>
<td>Local Partners’ Capacity Building</td>
<td>All DRC partners</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>21,500</td>
<td>21,071</td>
</tr>
<tr>
<td>11688</td>
<td>DRC country programme evaluation</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>14,500</td>
<td>12,900</td>
</tr>
<tr>
<td>10715</td>
<td>DRC office PMER support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>569,500</td>
<td>557,271</td>
</tr>
<tr>
<td></td>
<td>Total costs (EUR)</td>
<td></td>
<td></td>
<td>1,689,543</td>
<td></td>
</tr>
</tbody>
</table>
3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

Right to Livelihood (R2L)
- Creation and capacity of 48 associations of farmers (of 50 persons each, total 2,400 persons) with seeds and tools and chicken distribution
- 11601 projects contributing to this result: 11601
- 3,000 households have increased their incomes

Right to Education (R2E)
- 1,199 children, including 415 girls (54,258) attend school in South Kivu
- 7 schools improved (roofing, school furniture) in South Kivu

Right to Peace (R2P)
- 1,212 persons sensitised on peaceful coexistence and social cohesion
- 11587 projects contributing to this result: 11587

b) Key Achievements during 2015

A Country Programme evaluation conducted in the late 2015 by an external consultant gave a highly positive account of FCA and its partners’ work in DRC. The evaluation concluded that the R2L component was extremely relevant to the Congolese context and to the targeted rights-holders. It was carried out efficiently and largely achieved its objectives in the target areas. Similarly, the R2E component was noted as being of clear relevance to the needs of the targeted students in the conflict-prone environment of the Kivu regions. The component almost fully achieved its CP objectives, with particular success in enhancing the skills and knowledge of the beneficiaries.

According to the Country Programme evaluation, the impact of the livelihood component (R2L) was particularly positive and brought concrete positive changes in the lives of the targeted beneficiaries. The project created new opportunity-related growth as part of the vocational training project and those who were included in the project had significantly improved their economic perspectives. Very positive results were identified in 2015, including an increase in the income of the project participants, and 17 women were even able to employ other persons in their businesses. The loan repayment rate was at 80% at the end of the year 2015. The Country Programme evaluation also noted that the economic empowerment of the women has been substantial in improving the gender gap in the targeted communities.

The ETN managed vocational training centres in Goma and Masisi enhanced the youth’s access to quality vocational training in machinery, car mechanics, woodwork, culinary art, esthetics, biotechnology, electronics and welding, among others. The comprehensive training was followed by important advisory support services and access to credit (linking learning with earning). The impact of the programme increased greatly when the vocational trainings were linked with credit schemes for the youth and the established cooperatives. According to the Country Programme evaluation, at the end of the training cycle, most interviewed graduates reported feeling more capable, self-confident and independent.

The Business Incubator model that was introduced in 2014 to complement the above-mentioned ETN run vocational training project, started to bear results. Several innovative and successful business concepts were developed by the graduated youth and received ongoing support by the project. The type of businesses ranged from joint ventures in welding and metal fabrication, carpentry and tailoring to tens of individual manufacturing businesses, mostly in Goma. In the end of 2015, the average monthly profit of these small businesses was $60 in Goma and over $80 in Masisi.

In Masisi, 2 out of 3 of the business owners are members of one or more savings clubs.

The FCA self-implemented humanitarian project was successful in enhancing food security and access to services in South Kivu. The project was an excellent example of successfully linking Relief, Rehabilitation and Development, laying the groundwork for more sustainable development during a humanitarian intervention. To ensure that food security was secure, a number of food security and education clusters and in line with the recommendations of the cash working group, proved successful in tackling two major problems in the area. The project created new food security and education clusters and in line with the recommendations of the cash working group, proved successful in tackling two major problems in the area. The project created new food security and education clusters and in line with the recommendations of the cash working group, proved successful in tackling two major problems in the area.
The evaluation conclusions were greatly positive in R2L and R2E. In R2L, FCA and its partner successfully put into practice earlier 2014 project evaluation recommendations that focused on the need to better link the training component with business opportunities to have a durable impact on the youth population; on the need to support women’s organisations with technical capacity to develop income generating activities (IGAs); and to incorporate activities that enhance women’s economic capacity and women’s education. In 2015, FCA successfully promoted all these aspects as part of ETN project in Goma and Masisi and the new Feminine Entrepreneurship project in Pinga.

However, the Right to Peace (R2P) programme component was found not yet to have made a considerable impact. The promotion of women’s rights under the R2P component relied upon the yet limited capacity of women lawyer organisations (DBF) and RAPEE. At the national level, advocacy efforts by RAPEE to change the law on equality between men and women were seen as extremely relevant, but would have needed to be enforced. The women lawyers’ associations supported by FCA were thought to have potential to become leaders in the promotion of women’s rights in the Kivus Provinces, and should FCA had continued its work in DRC in the longer run the impact of their work would probably also have become more visible and measurable.

The two main best practices identified by the evaluation as having greatly contributed to the success of the programme were the strategy to ‘link learning and earning’ for boosting the impact of the vocational training programme and the use of M-PESA mobile money system while transferring cash to the beneficiaries. The system proved effective in reaching a large number of beneficiaries in a limited time, at a distance, and with limited resources for quality follow up after the disbursement.

5. Capacity Building

Developing the capacity of local organisations to plan and deliver efficient and effective services to the rights-holders is a task that requires long-term support and engagement. The two main components of the capacity building programme were project implementation capacity building (PICB) and regular monitoring and evaluation (MEME).

FCA and its partners supported local partner organisations, training and teaching staff of ETN to discuss vocational skills training curriculum development and teaching methodologies. A study visit to Songhai Development and Training Centre was organised with the National Coordinators of ALPM and ETN to share keys to successful skills training, environmentally friendly and effective business approaches to smallholder farming.

In the role of ACT Forum technical coordinator, FCA took the lead in organising several ACT meetings and assessing the capacity building needs of the ACT members in Eastern Congo. This was followed by two successful trainings on the Appeal mechanism participated by the staff of seven ACT members organisations.

6. Challenges effecting the programme and lessons learnt

There have been a number of challenges related to operating in the difficult conflict prone environment of the Kivus. Equipment, staff, internal controls, regular project visits, enhanced HR administration and external audits have taken place.

The most important lessons learnt from FCAs experience in DRC suggest that interlinkages between the different sectors boost impact. In the case of DRC this was particularly successful in linking education and livelihoods components. Working through local partners clearly promotes sustainability of development programmes, while direct implementation in humanitarian operations enhances visibility and fundraising capacity at the local level. Through direct implementation and thanks to the presence of skilled and motivated staff, FCA was able to build a quality programme and a good reputation among political leaders and humanitarian actors at the local level, which would have also enhanced fundraising, would FCA’s work have continued in DRC in 2016.

Central African Republic (CAR)

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11500</td>
<td>Emergency support to re-establish education in the North-West region of Central African Republic</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian, private</td>
<td>226,000</td>
<td>271,766</td>
</tr>
<tr>
<td>11804</td>
<td>Access to transition education in the Western part of Central African Republic</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>265,000</td>
<td>228,170</td>
</tr>
<tr>
<td>11833</td>
<td>Assistance to Support &amp; Protect women affected vulnerable communities in the CAR – CAT51</td>
<td>FCA self-implemented</td>
<td>ACT</td>
<td>276,976</td>
<td>210,830</td>
</tr>
<tr>
<td>11825</td>
<td>Global Partnership for Education project in CAR</td>
<td>FCA self-implemented</td>
<td>Unicef, MFA Humanitarian, private</td>
<td>150,000</td>
<td>181,927</td>
</tr>
<tr>
<td>11816</td>
<td>Community conflict resilience project</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>86,000</td>
<td>85,965</td>
</tr>
<tr>
<td>11845</td>
<td>Global Partnership for Education 2015-2016</td>
<td>FCA self-implemented</td>
<td>Unicef</td>
<td>119,920</td>
<td>52,518</td>
</tr>
<tr>
<td>11846</td>
<td>Gbaya Dounia School Rehabilitation Project P25</td>
<td>FCA self-implemented</td>
<td>Unicef</td>
<td>5,666</td>
<td>6,248</td>
</tr>
<tr>
<td>11853</td>
<td>CAR office FMER support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>225,000</td>
<td>218,014</td>
</tr>
</tbody>
</table>

Total costs (EUR) 1,256,858

2. Overview of the Central African Republic Programme

By mid-2015 CAR was slowly recovering from two years of insecurity and political instability. Large areas of the country were still suffering from occupation by and in-fighting between various armed groups. A new crisis in Bangui was triggered by an isolated criminal episode, the killing of a Muslim man, on 26 September 2015. The worst part of the unrest lasted for a couple of weeks, when all humanitarian activities were stopped, and over 200 humanitarian staff were evacuated out of the country. The new crisis coincided with the reopening of schools and the return of children. As a consequence, many of the gains and progress made in early 2015 were lost and represented a further major damage to the recovery and rebuilding of CAR.

In 2015, Right to Education (R2E) remained the most prominent pillar of FCAs programme in CAR. As relative calm started to return to some FCA target areas, people were slowly returning to their villages of origin. Many of the school infrastructures were damaged, teachers had fled the area, and schools were to a large extent still operating on a very low capacity. Even today many schools are only able to function due to the community’s efforts and commitment and the parent-teachers who however often have had little education themselves. In 2015, to address the above mentioned challenges, FCAs education intervention focused on the rehabilitation and construction of school infrastructures, training of teachers and parent teachers, distribution of school kits and learning materials, organisation of catch-up classes, and Parent Teacher...
3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshots of Key Results in 2015

<table>
<thead>
<tr>
<th>Central African Republic Country Programme education component reached over 36,000 direct beneficiaries (projects implemented in mid-2014–2015, 2015 until mid-2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Education (R2E)</td>
</tr>
<tr>
<td>2,259 community and Parent – Teacher Associations’ (PTA) members sensitised on the importance of education  Projects contributing to this result: 11604, 1500, 1613, 1614</td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
</tr>
</tbody>
</table>

FCA was also successful in capitalising on its comparative advantage in the education sector by coupling Right to Peace (R2P) activities with R2E projects. In view of enhanced social cohesion and peacebuilding, the approach has been particularly pertinent when rehabilitating secondary schools. In addition to peace education in the targeted schools, FCA’s work in R2P also included support to intra-Muslim reconciliation in the Central African Republic.

Through the ACT Appeal mechanism, in 2015 FCA received funding from its sister organisations, namely Church of Sweden and ICoD Netherlands, to support and protect war-affected vulnerable communities and to promote children’s safe return to school. As part of the ACT Appeal, FCA worked closely with the Ministry of Education and UNICEF to develop Peace Education modules and to provide pre-service teacher trainings. Tools were developed for the peace training for the parent-teachers. The peace education modules for the Parent Teacher Association were also finalised by FCA and have been approved for future use and implementation.

FCA also supported the intra-Muslim reconciliation in CAR in four preparatory visits to Central African Republic (CAR) and meetings with government authorities and local and international stakeholders to facilitate communication between them and the Muslim community. Building on these consultations, the Central African Republic, hosted by KAICIID in Vienna on 26-27 August 2015, convened a technical meeting with six delegates representing local administration, women’s groups, and religious leaders of Muslim communities. The CAR Technical Meeting provided the representatives, the organising partners and selected key stakeholders with a platform to discuss the current situation and topical issues in CAR from the perspective of various Muslim communities, to agree on the best way forward, and to explore how this joint initiative can support the capacity and agency of Muslim groups in CAR.

In addition, FCA in partnership with Cordaid-CAR, and the Réseau Foi Culture et Éducation-RCE (RPFE) engaged actors in discussions on Religions and Peace, focusing on the links between religious teaching and peace values.

4. Evaluations, Assessments and Studies

No formal project evaluations took place in 2015. However, all projects are designed and developed based on the necessary context, conflict, vulnerability and needs assessments. Joint field visits with UNICEF and other important stakeholders, such as the Ministry of Education take place regularly. FCA remains one of the most important UNICEF partners in CAR, and their feedback has been largely positive and co-operation productive.

5. Capacity Building

The programme is largely self-implemented. However, as part of the implemented education projects, a number of trainings have been organised for the staff in the offices from the Ministry of Education, for teachers and school directors. The PTAs have also been sensitised and have received trainings on the importance of education, maintaining the educational outputs created by the projects and how to encourage children to return to school.

6. Challenges effecting the programme and lessons learnt

The context and the operating environment in CAR are particularly challenging. In addition to ongoing insecurity and the related challenges, the country infrastructure is in a bad condition or does not exist, and a major part of the country is inaccessible during the long rainy season. The procurement and transportation of quality materials and equipment is time consuming and expensive. The health related problems are considerable, while very basic health services are only available in Bangui. Electricity is only available in Bangui and the town of Boali and power cuts are daily. Piped water is only available in central Bangui.

The short cycle of the humanitarian work and the changing target areas in CAR make it challenging to assess the programme’s medium-term impact on different targeted vulnerable groups. The context of CAR is particularly challenging with insecurity affecting work plans and limiting movements, and so the follow-up of the already constructed schools and their personnel is difficult and expensive. As a result, in 2015 FCA designed and implemented more comprehensive education packages focusing on greater sustainability of the interventions, rather than rapid and lighter rehabilitation of a larger number of schools.
Liberia

The post-Ebola context strongly affected Liberia Country Programme in 2015. While the start of normal project work was to some extent delayed, new humanitarian interventions expanded the Programme in terms of funding, partners and activities. While Right to Livelihood (R2L) and Right to Education (R2E) remained the thematic focus areas, new approaches and activities were introduced into FCA’s work. Strong thematic expertise and experience in Education in Emergencies (EiE) and in food security/agriculture, solid financial management capacity and long-term partnerships with local organisations enabled FCA to make its own significant contribution to Ebola response and recovery in Liberia.

2. Overview of the Liberia Programme

The new post-Ebola food security project started in April 2015 in Cape Mount and Gbarpolu counties and significantly increased the number of the targeted beneficiaries in 2015. Thanks to the reallocation of unspent funds, FCA and its partners were able to support the fight against the Ebola Virus Disease (EVD) in five counties first from September to December 2014, and then with Mercy Corps (USAID) funding from January to April 2015.

The schools re-opened in March after having been closed because of Ebola. While the school year in FCA-managed secondary schools at three refugee camps for Ivorian refugees was greatly disrupted, classes were held in an accelerated fashion and learners passed their exams in August. Intensive English classes were provided to all students and staff to support their reinsertion into the Liberian schooling system. Because of the EVD, FCA was not able to welcome a Teachers without Borders (TWB) volunteer to support the project, as was originally planned. FCA closed its Education in Emergencies project in Bahn, PTP and Little Wlebo camp at the end of 2015.

After the end of the EVD, FCA’s long-term partner FAWE was able to continue to support vulnerable girls and women’s access to vocational training and the Income Generating Activities by the Mother’s Clubs in the local target communities. In the same vein, partners PNO and SLPP continued their work in supporting women in vegetable and poultry farming.

The start of the Right to Peace (R2P) project was delayed due to the EVD outbreak as the local partner was involved in FCA’s two Ebola response projects. As a result, only the baseline assessment was done in 2015. However, almost 300 women received rights awareness trainings in FCAs projects in 2015.

FCA participated actively in post-Ebola related advocacy together with other INGOs. The Regional Office also facilitated work and visits of the FCAs Ebola representative and the visit of the Special Representative on EDV of the Foreign Ministry of Finland to Liberia. FCA’s networking and fundraising efforts, as well as participation in different coordination mechanism were significantly increased in 2015.

In 2015, the Liberia Country Programme operating areas included Montserrado, Grand Bassa, Bong, Margibi, Cape Mount and Gbarpolu as well as Nimba, Grand Gedeh and Maryland where FCA worked with Ivorian refugees. The programme was implemented with FCAs partners Forum for African Women Educationalists – Liberia (FAWE), Project New Outlook (PNO), Sustainable Livelihoods Promoters Programme (SLPP) and Rural Human Rights Activist Programme (RHRAP). A Dutch INGO ZOA and a local organisation, Africa 2000 Network, were also members of the FCA led ECAP consortium and contributed to the Ebola response. FCA continues strategic partnership with Association of Female Lawyers of Liberia (AFELL) that supported two projects in the Country Programme by proving women’s rights training.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

Liberia Country Programme reached 5,966 direct beneficiaries in 2015

Right to Livelihood (R2L)

168 beneficiaries with improved income generating activities (IGA)
Projects contributing to this result: 10642
7 savings and credit groups with 175 members established and functional
Projects contributing to this result: 10642

Right to Education (R2E)

Total number of persons accessing secondary education 505 (341 male, 164 female)
5 semi-permanent secondary school structures constructed, one in each camp
2 activity centres constructed for Mothers’ Clubs
Projects contributing to these results: 10642

b) Key Achievements during 2015

Right to Livelihood (R2L)

The most relevant result of the Country Programme was the provision of livelihood support in post-Ebola recovery phase to more than 1,800 beneficiaries (half of them women) thereby helping communities on the one hand to recover from impacts of the Ebola outbreak on their livelihood and food security, and on the other laying foundations for moving away from subsistence farming to sustainable livelihoods. Direct unconditional cash transfers helped the target households to stabilise their financial situation and distribution of tools and seeds through a market-approach and related trainings stimulated the local markets and food production.

The transformation of PNO’s semi-commercial poultry farm to a viable commercial business received continuous support from FCA also in 2015. FCA provided funds for the renovation of poultry barns, including the feed mill unit, and 1,800 layers were procured for the farm. Moreover, two
In advocacy, a study on “Gendered impact of Ebola in Liberia” was conducted in January-February by a PhD student of University of Turku and was later shared widely among international organisations, donors, national authorities and INGOs in Liberia. The researcher was interviewed in UNMIL radio and the study was also published in ReliefWeb. FCA also signed an advocacy letter on humanitarian coordination submitted by INGOs to international organisations working in Liberia and initiated a similar letter on principles for post-Ebola recovery in the Liberia INGO forum. FCA’s Partner AFEll. (Association of Female Lawyers of Liberia) was supported to attend a CEDAW-training in Geneva and later on contributed to Liberia’s preparation for CEDAW review meeting.

4. Evaluations, Assessments and Studies

No formal evaluations or assessments were undertaken in 2015. Project monitoring was very intensive throughout the year in terms of field monitoring and regular meetings with partners to assess progress made and discuss possible challenges faced. In particular, the monitoring of implementation of the three month ECAP – project required considerable time and resources as part of this intervention. FCA led a consortium of six NGOs.

5. Capacity Building

While it was not possible to organise separate capacity trainings for partners in the post-Ebola phase, partners continued to benefit from the technical and capacity support provided by FCA programme and finance-administration staff. Participation in the FCA-led consortium implementing ECAP-programme also helped to build partners’ capacities in many respects, including the use of mobile monitoring tools. In November, a one-day workshop was organised to discuss results-based monitoring and to introduce FCA’s new project planning guidelines and formats.

6. Challenges affecting the programme and lessons learnt

The continuous recurrence of EVD during the first quarter of 2015 constituted a major challenge disrupting the smooth planning and implementation of projects until April. In May 2015, the World Health Organization (WHO) declared Liberia free of EVD transmission allowing partners to swiftly redesign their interventions to cater for project beneficiaries identified in 2014, as well as new ones whose livelihoods situation had been negatively affected by the EVD crisis. The redesigning of the partners’ projects took longer than expected due to lack of certainty of EVD outbreak, budgetary alignment and the issues of partners transitioning from EVD response to normal partners’ developmental mode.

In Sierra Leone

2. Overview of the Sierra Leone Programme

In 2015, FCA and its partners’ work in Sierra Leone focused on Right to Livelihood (R2L) and Right to Education (R2E), and specifically supported the local communities’ recovery from the Ebola Virus Disease (EVD). In R2L, and in particular in the post-Ebola context, the emphasis of the Country Programme was on enhancing food security by improving and diversifying food production through trainings and distribution of farming inputs, and increasing the available income of rural household through cash transfers. At the same time, FCA continued supporting the development of large scale rice cultivation and semi-commercial egg production.

In R2E, FCA supported the provision of Technical and Vocational Training and Education (TVET) and small business skills training. Start-up kits and seed money were provided to the graduates from the training institutions.

2. Overview of the Sierra Leone Programme

In 2015, FCA and its partners’ work in Sierra Leone focused on Right to Livelihood (R2L) and Right to Education (R2E), and specifically supported the local communities’ recovery from the Ebola Virus Disease (EVD). In R2L, and in particular in the post-Ebola context, the emphasis of the Country Programme was on enhancing food security by improving and diversifying food production through trainings and distribution of farming inputs, and increasing the available income of rural household through cash transfers. At the same time, FCA continued supporting the development of large scale rice cultivation and semi-commercial egg production.

In R2E, FCA supported the provision of Technical and Vocational Training and Education (TVET) and small business skills training. Start-up kits and seed money were provided to the graduates from the training institutions.

Sierra Leone

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11567</td>
<td>Women’s and girls’ vocational skills training in Sierra Leone</td>
<td>FAWE SL</td>
<td>MFA Partnership Agreement, Women’s Bank</td>
<td>100,000</td>
<td>99,655</td>
</tr>
<tr>
<td>10649</td>
<td>Benno Island Environmental and Livelihood Project</td>
<td>Green Scenery (GS)</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>72,000</td>
<td>71,551</td>
</tr>
<tr>
<td>11563</td>
<td>Pri Taiy Go – Peace Always</td>
<td>NMJD</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>11575</td>
<td>Integrated rural development project</td>
<td>PICEP</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>268,000</td>
<td>263,789</td>
</tr>
<tr>
<td>11574</td>
<td>Skills training and employment promotion</td>
<td>RADA</td>
<td>MFA Partnership Agreement, RedNoseDay-campaign</td>
<td>135,000</td>
<td>112,440</td>
</tr>
</tbody>
</table>

Total costs (EUR) 627,335
### Progress made in the Country Programme's set objectives and sub-objectives during 2015

#### a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Country Programme</th>
<th>Beneficiaries</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sierra Leone LR2L</td>
<td>2,827 women, 2,529 men</td>
<td>Right to Livelihood (R2L) - Projects contributing to this result: 11574, 11575</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5,356 direct beneficiaries: 310 beneficiaries with improved income and livelihood activities (IGA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,359 households (HHs) with access to improved access to food, health and other essential needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,000 vulnerable households contributed to secure their livelihood opportunities</td>
</tr>
</tbody>
</table>

#### b) Key Achievements during 2015

**Right to Livelihood (R2L):** In 2015, three programme objectives were implemented with local partner organisations in different Districts. The projects contributed to poverty reduction in the targeted communities through the promotion of sustainable agricultural production, the empowerment of community development activities and the development of community structures and development of income generating activities for the targeted vulnerable groups.

The 60 Village Development Committees (VDC) and 46 Community Based Disaster Management Committees with a total of 780 members, have increased their capacity to take on the lead role in mobilising local communities for community development actions, and in engaging with the relevant state actors. Together with the local chiefs, the VDCs play an important role in promoting women’s rights and preventing violence against women, and have established local mechanisms to support the referral of victims of gender based violence (GBV) to the relevant services. Women’s participation and leadership role in these community structures has continued to increase.

As part of the Cross Border Humanitarian project addressing the challenges of the post-Ebola period, 500 farmers received trainings in improved agricultural methods and small business management, and were provided with agricultural inputs (tools and seeds) using the voucher fair approach. The provision of unconditional cash inputs to 1,000 vulnerable households contributed to secure their income, facilitated their access to food during the lean season, and to pay for school fees and basic medical care.

The Farmer Field Schools (FFS) served as important platforms for the propagation of modern agricultural practices and contributed to improved farm practices and productivity. The FFS and the 25 farmer associations established by the project worked with over 800 farmers who received training in improved agricultural methods and small business management skills, as so to support them also in establishing new businesses as a way of diversifying their livelihood opportunities.

The capacity of duty-bearers was strengthened as a result of their participation in trainings in leadership, project oversight, disaster preparedness and mitigation, farmer field schools (FFS) and farming activities, environmental issues and basic business skills.

**Right to Education (R2E):** In total 218 (184 female and 34 men) trainees were enrolled in and completed their vocational training programmes in the four targeted vocational training centres in Kabala, Makana, Zimmi and Bo. They acquired skills and knowledge in marketable trades such as carpentry, general construction, dressmaking, weaving, textile dyeing, catering & hospitality and agriculture. Training in vocational skills was coupled with functional literacy and life skills training targeting young people with limited or no previous education. Three out of the four training programmes also included on-the-job training in local enterprises and institutions, thereby enabling trainees to gain important skills and techniques that meet the needs and requirements of the local job market and businesses. A total of 180 students in two locations (Bo and Zimmi) were given seed money after the establishment of 21 business groups, while 148 graduates from FAWE’s two training centres received start-up kits.

**Right to Peace (R2P):** FCA provided support for the Network Movement for Justice and Development (NMJD) in promoting collective involvement in self-help initiatives, and handling of intra and inter community conflicts. In 2015, a total of 30 Community Peace and Human Rights dialogue sessions were organised in the target communities.

### 4. Evaluations, Assessments and Studies

PICEP’s Integrated Community Empowerment project (ICE) and Empowerment project for women (EPW), implemented 2012-2014, were evaluated in 2015. According to the evaluation report, support to diversification of farming and establishment and training of community structures – Village Development Committees (VDC) - were largely successful, while the development of backyard poultry farming by vulnerable women faced some challenges.

Key findings also indicate that the VDCs have become more responsive and are taking the lead in responding to local development needs and mobilising communities. Furthermore, as a result of the ICE-project, more women participated in VDCs in every project community than ever before. With regard enhanced livelihoods and income, the interventions brought improvements across a whole range of living conditions for the targeted households. The majority of respondents indicated enhanced access to food (85.8 %), education (74.2 %) and healthcare (84 %) as the most significant benefits they could associate with their participation in either project. On average, households that benefited from EPW and ICE projects reported a one month increase across the various food security indicators, both in terms of quantity and quality of available food.

### 5. Capacity Building

While it was not possible to organise separate capacity trainings for partners in the post-Ebola phase, partners continued to benefit from the technical and capacity support provided by FCA programme and finance-administration staff.

### 6. Challenges effecting the programme and lessons learnt

The logistical, monitoring and other challenges related to support provided to the livelihood activities in the Bomba island led FCA to reassess the relevance and effectiveness of the project. Consequently, in the end of 2015 a decision was taken to end co-operation with the Green Scenery there and to focus on target areas that allow close ongoing capacity building and monitoring of project activities.

The Cross-Border Food Security project that was started in April 2015 and lasted until March 2016 was a success. As it was an emergency project, the planning and implementation phases were fairly short, but in spite of this, the project had good results. The reasons that contributed to this included effective and transparent communication in the target communities with community leaders and members, good planning and ongoing and close co-operation with the local implementing partners.
Buom Malitti, 12, studies at a school which was built by Finn Church Aid in Mingkaman, South Sudan. It has been constructed with support from the Ministry for Foreign Affairs of Finland. The name of the school, Mät, comes from the local tribal language and means unity. From the beginning, the school has been designed to allow access to both local and refugee pupils.

2.3 Eastern and Southern Africa

Partners: 16
Personnel (in FTE15): 58

In 2015, FCA’s Regional Office in Nairobi, Kenya was overseeing altogether seven programme countries: Kenya, Somalia, South Sudan, Uganda, Eritrea, Mozambique and Angola. The newest one, Eritrea was added to the regional portfolio when FCA’s education project started in early 2015, jointly with five other education projects managed under CIMO (Centre for International Mobility). In the end of 2015, FCA was forced to exit from Mozambique due to development aid funding cuts and finalised the exit from Angola according to the exit plan.

The continued influx of refugees - into Uganda, mainly South Sudanese, Congolese and from Burundi, and to Somalia from Yemen, and out of South Sudan to neighbouring countries - has had a major impact on FCA’s programmes in the region. Drought and flash floods triggered by El Niño phenomenon were a common feature troubling the region. Politically the region remained relatively stable. However, in South Sudan the conflicts continued and new areas have been taken over by the warring parties, affecting also FCA’s project activities.

Right to Education (R2E) has been a strengthening theme in the region. The Regional Education Specialist supported new education initiatives, including openings with new partners like UNICEF and UNHCR and new innovative pilots like the mobile mentoring pilot project in Kakuma refugee camp in Kenya. Peace work has been another corner stone, with the USAID peace project in Kenya continuing, EU-funded projects in Somalia consolidating peace initiatives through governance and state building and new successful initiatives on integrated peace and livelihood approach implemented with IOM in South Sudan.

Finalisation of the Angola Programme: The project site of Alto Campo funded by FCA was cleared, finalised and handed over to the Angolan Government in early 2015. Since then communities have settled there and used the cleared land. FCA’s mine clearing work and Mine Risk Education (MRE) in Alto Zambezi, carried out by the Safer Communities Team contributed to the post war rehabilitation and further development of the country by helping restore 214,206m² arable land for livelihoods benefitting around 10,000 people and contributing to peaceful recovery of the war-torn town of Caianda. It helped to open up a whole region to increased mobility, trade and access to services, enabling the land to be used for expansion of the community’s infrastructure through the building of additional dwellings, expanding the town and also increasing the available land for safe grazing and cultivation. The MRE activities conducted in 36 villages reached a total of 6,385 people including 1,520 women and 3,610 girls and boys. The MRE improved community confidence in the re-use of the cleared land through the reduction of the perceived threat of ERW, the psycho-social behaviour of the villagers and their safe access to services and a far greater level of mobility permitting to enhance their food security and income creating activities. It is also foreseen that the future opening of the Caianda airstrip and the recovery of secure mobility will increase trade across the borders and regions in Angola benefitting a larger population.

![Buom Malitti, 12, studies at a school which was built by Finn Church Aid in Mingkaman, South Sudan. It has been constructed with support from the Ministry for Foreign Affairs of Finland. The name of the school, Mät, comes from the local tribal language and means unity. From the beginning, the school has been designed to allow access to both local and refugee pupils.](image-url)
2. Overview of the Eritrea Programme

In 2015, FCA launched a three-year partnership with the Eritrean government and signed a Memorandum of Understanding (MoU) with the National Commission for Higher Education (NCHE) in Eritrea. The co-operation with the Government of Eritrea presents the opportunity to leverage the considerable expertise of the Finnish education system, and in doing so support the Eritrean goal to improve access to quality education, strengthen teacher education and advance the use of ICTs for better learning outcomes.

The Eritrea programme responds to the growing consensus within Eritrea that the education sector is in a state of crisis. According to UNICEF 2014 reports, repetition and drop-out rates in Eritrea remain unacceptably high; teacher shortage, poor capacity of teacher education, lack of resources, supportive education policies, and poor institutional capacity are also major problems contributing to the most humanitarian and development priorities of the main successes of the programme has been presence of three full-time education experts in the country, working side by side with local partners. FCA also hired a local consultant with good contextual knowledge and expertise, which has helped greatly in setting up the programme in a fairly early due to challenges in obtaining visa for Eritrea, and this also delayed the start-up of project activities. The development of the National Innovation Center was also delayed, mainly due to lack of clear focal point in Eritrea to push the plans and activities forward. In early 2016, ESARDO Regional Office organised a one week planning meeting with Eritrea staff to review challenges and successes encountered in 2015 and to list action plans and accelerate process. One of the main successes of the programme has been presence of three full-time education experts in the country, working side by side with local partners. FCA also hired a local consultant with good contextual knowledge and expertise, which has helped greatly in setting up the programme in a new and challenging context. The introduction of new culture of inter-departmental pedagogical discussions has also proved to be extremely successful, highlighting continuous professional development as opposed to regarding an occupation as a professional fulfilment.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

3.1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Source</th>
<th>Final budget (EUR)</th>
<th>Total costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11589</td>
<td>Reaching Education Quality and Access in Eritrea</td>
<td>CA self-implemented</td>
<td>MFA Partnership Agreement, private, patches</td>
<td>480,000</td>
<td>380,710</td>
</tr>
</tbody>
</table>

3.2. Key Achievements during 2015

Right to Education: Despite the late start of the project in 2015, significant results were achieved in terms of partnership and supporting quality education. The three Education Experts supported quality teaching in the two teacher training institutions and FCA was able to gain the trust of local partners. Staff members at the partner institutes learned curriculum design and pedagogical development through coaching sessions and this has taught the institutional capacity of the institutions to promoted education leadership and conduct research. One of the main results has been the improved skills for local research – the strong orientation on action research has great potential to produce locally relevant, applicable findings. FCA also provided 20 books on action research together with cameras to facilitate ongoing research. FCA also introduced a new culture of inter-departmental pedagogical discussion. Bi-monthly Pedagogical Forms were started at ACCE, and in EiT a similar concept by the name of Pedagogical Café was introduced. Through the regularity, a continuum between a variety of topics and methods was created and the meetings have fostered a clear development of pedagogical and research skills. The change is verified in the positive feedback from local partners, in the intensified conservation during and between the pedagogical meetings, and in the constantly increasing number of individual collegial consultations.

Advocacy: Advocating for Right to Education and increased engagement and dialogue with the Eritrean Government among other international actors. This has helped greatly in setting up the programme in a new and challenging context. The introduction of new culture of inter-departmental pedagogical discussions has also proved to be extremely successful, highlighting continuous professional development as opposed to regarding an occupation as a professional fulfilment.

5. Capacity Building

The Eritrea programme is centered on capacity building of two teacher-training institutes in Eritrea. In June 2015, FCA consultant facilitated a seminar on M.Ed. curriculum development at the EiT/College of Education. FCA experts also actively supported research skills development at the two institutions. Research workshops were conducted for staff in ACCE and EiT/College of Education, and research skills were taught to students. FCA Education Expert co-supervised 15 B.Ed. theses and advised on research proposal development.

Six capacity-building activities were conducted to enhance pedagogical development at institutional level, and ten staff members were individually mentored in course and curriculum design and pedagogy through joint planning and co-teaching. Faculty members also benefitted from targeted training and coaching sessions on ICT skills.

7. Challenges facing the programme and lessons learnt

FCA’s Education Expert was able to start her duties in Asmara fairly late due to challenges in obtaining visa for Eritrea, and this also delayed the start-up of project activities. The development of the National Innovation Center was also delayed, mainly due to lack of clear focal point in Eritrea to push the plans and activities forward. In early 2016, ESARDO Regional Office organised a one week planning meeting with Eritrea staff to review challenges and successes encountered in 2015 and to list action plans and accelerate process. One of the main successes of the programme has been presence of three full-time education experts in the country, working side by side with local partners. FCA also hired a local consultant with good contextual knowledge and expertise, which has helped greatly in setting up the programme in a new and challenging context. The introduction of new culture of inter-departmental pedagogical discussions has also proved to be extremely successful, highlighting continuous professional development as opposed to regarding an occupation as a professional fulfilment.
1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N16.66</td>
<td>Prevention of violent extremism youth dialogue</td>
<td>FCA together with NETWS, Kenya Red Cross, KMFIA</td>
<td>FCA self-implemented</td>
<td>48,950</td>
<td>48,950</td>
</tr>
<tr>
<td>N16.40</td>
<td>REGAL-IR – Peace Building</td>
<td>FCA self-implemented</td>
<td>USAID</td>
<td>613,440</td>
<td>568,649</td>
</tr>
<tr>
<td>N17.13</td>
<td>Northern Kenya integrated development project (NOTKEK)</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>N16.39</td>
<td>Conflict assessment in Northern Kenya</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>25,000</td>
<td>15,000</td>
</tr>
<tr>
<td>N16.77</td>
<td>M-Mentoring Prototype</td>
<td>FCA self-implemented</td>
<td>DFID</td>
<td>8,824</td>
<td>8,824</td>
</tr>
<tr>
<td></td>
<td><strong>Total costs (EUR)</strong></td>
<td></td>
<td></td>
<td><strong>791,518</strong></td>
<td></td>
</tr>
</tbody>
</table>

a) Snapshot of Key Results in 2015

- **Right to Education (R2E)**
  - One mobile-mentoring pilot project implemented for refugees’ teachers’ training
  - Projects contributing to this result: 1167
  - Costs: 48,950 EUR

- **Right to Peace (R2P)**
  - Community mediation mechanisms have reduced tensions in 16 cases
  - Projects contributing to this result: 1158, 11440
  - Costs: 20 institutions on sub-national level support citizens in the non-violent resolution of conflict
  - Projects contributing to this result: 1158, 11440

b) Key Achievements during 2015

- **Right to Peace**: The Kenyan government and civil society have recognised FCA as an important actor in peace work nationally and locally. FCA has managed to engage over 250 important community groups, political, religious and traditional leaders, and 20 institutions into peace work initiatives in northern Kenya. In 2015, REGAL-IR and FCA contributed to 65 local level and three county level conflict resolutions processes and in 16 cases it was identified that FCA peace work had relieved local tensions. Peaceful coexistence was documented among the two communities of Turkana and Pokot, where the community members have confirmed that the raids and killing have reduced in the last six months’ time. Communities reported that it was the first time in over 10 years that they had a peaceful Christmas celebration. In total, 66 community peace committees and 37 peace clubs were established and trained on several peace building and mediation skills during 2015. Additionally, leaders of the institutions used other forums to advocate for peace and adopting dialogue to resolve disputes. FCA organised three national level forums attended by members of parliament and governors, and nine forums attended by community leaders, members of county assembly, where nine resolutions towards peaceful coexistence amongst the pastoralist communities were signed.

Community Response to Countering Violent Extremism project successfully contributed to increased trust between local and state authorities and community representatives and provided a mechanism to collectively address countering and preventing violent extremism. The project enabled the coastal youth to have a dialogue with the highest level of Kenyan authorities in four national and 13 sub-national level meetings, and a youth dialogue platform was created by the request of the Office of the President of the Republic of Kenya.

- **Right to Education**: A new comprehensive teacher training programme was developed in Kenya through the Refugee Teacher Working Group (RTWG), which is comprised of eight leading education actors, including FCA, IRC (International Rescue Committee), NRC (Norwegian Refugee Council), Save the Children, Teachers College-Columbia University, UNHCR, UNICEF and the Int-At-Work Network for Education in Emergencies (INEE). In 2015, as part of the RTWG collaboration, FCA implemented an innovative pilot project focused on the use of mobile phones (SMS and WhatsApp Messenger) to support teacher training through mobile mentoring (m-mentoring). The training was built on a new training pack for Primary Education Teachers in Crisis Contexts by RTWG and included post-training support to help the teachers to apply what they learned in their professional practice.
and 40 women, that is, a total of 100 participants. The first training took place in five other northern Kenyan counties in 2014, and up to date FCA has trained 200 people in “Do No Harm” approach and conflict sensitivity.

6. Challenges effecting the programme and lessons learnt

There is a high security risk in northern Kenya due to the ongoing conflicts and the possibility of terrorist attacks around the area. However, FCA has been able to mitigate the risks by maintaining good relations with the local authorities and communities. In 2015, FCA also identified emerging unrest of the Turkana people due to the fact that consortium was working with the neighbouring Pokot people. In order to respond to the demands, FCA complemented consortium’s efforts by redirecting funding to support the Right to Peace work in the area with the Turkana people.

The close co-operation with the communities and specially the engagement of the government officials to the intervention has helped to build trust in FCA’s work and to enhance the effectiveness and the involvement of politicians in the peace process also brought a lot of success to the peace work. The involvement of all levels of decision makers and community groups has been also crucial to the success in rights-based programming building up local ownership and empowering people for peace action.

The continuous high expectations from different stakeholders combined with significant cuts in available project funds in 2015 constituted a challenge for right to peace programming. FCA responded to this by enhancing the communications with the communities as well as with the authorities. With regards to the civil society involvement and the legitimacy of the actors, there was noted multiple peace stakeholders in the counties, including actors who were not currently active on the field. Therefore, FCA supported a key stakeholders mapping, in order to identify the known and emerging legitimate peace actors. This has made it easier to focus on key actors’ empowerment.

The consortium implementation modality has worked well for REGAL-IR project. Each of the consortium partners worked hard to fulfill the agreed obligations and in the consortium, and FCA stood out by leading the gender mainstreaming and inclusion of women in peace efforts. It has been noticed that where there are women’s peace groups involved, the peace efforts advance better compared to the areas where there are none. The FCA three steps approach model was adapted to suit Kenya context and has been successful, as well as the application of Do No Harm principles and the training provided for the consortium partners, which made it possible to implement conflict sensitive programmes in all five northern counties.

FCA identified the need for after training support for the teachers in refugee camps, and created an innovative modality of mobile-mentoring, that was very successful and drew attention of national and international actors as a new way to support the motivation and skills of the teachers in emergency contexts.

In the beginning of 2015, FCA together with the partner organisations (CEDES and LWF) started to build a strong presence in Mozambique based on strategic lines of FCA especially in R2L and R2P work. FCA was positioned well in the peace platforms and there were many expectations of FCA becoming active in the educational sector. The partners were also recognising the strong accomplishment and support given by FCA to them. However, after the decision of FCA to exit from Mozambique due to the Ministry for Foreign Affairs, Finland funding cuts in the end of the year, the country team worked with the partners and supported them to enhance the sustainability of their work, as well as closing down the Country Office.

During 2015, the main focus of FCA was in R2L work. A total of 12 innovative loan and savings groups were established with CEDES in Ka Mavota and Ka Masaqense districts. Three groups were formed by adults and by young people. The SAGs permitted 173 women and 27 men to accumulate important savings, and for at least 26 women and three men to apply for credits to start their own business.

LWF established eight village community banks (VICOBAs) in Gaza, benefiting 527 women and 271 men to accumulate savings, contributing indirectly also to the children’s possibility to attend school. The partner organisations also addressed health issues, advocacy and overall community organisation issues through capacity building, support in advocacy initiatives and establishment and functioning of community committees.

In the last months of 2015, Southern Mozambique was hit by a drought caused by El Niño, following loss of crops affecting 175,000 families in Gaza and Inhambane prov- inces, displacement, and abandonment of studies by pupils. FCA, in collaboration with WFP, the Mozambican Government and in partnership with LWF started food distribution in the areas most affected by the drought in the districts of Chigubo and Guinja in LWF project area, as well as in Massingi, Chincualacala and Massangana districts in Gaza prov- ince. FCA’s partner organisation LWF also made efforts to mobilise funds to help affected communities through water distribution and constructed five wells with clean water benefitting 1389 people. Risk disaster management and wa-

### 1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>107/15</td>
<td>Xibiloi Community Development Project / Community Financing Using Savings and Credit in Mozambique</td>
<td>CEDES</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign (CRC)</td>
<td>167,500</td>
<td>167,500</td>
</tr>
<tr>
<td>116/25</td>
<td>Strengthening the Role of Religious Leaders in Mediation and Peace Building in Mozambique</td>
<td>CEDES</td>
<td>MFA Partnership Agreement, CRC</td>
<td>126,435</td>
<td>80,435</td>
</tr>
<tr>
<td>115/24</td>
<td>Gaza Integrated Community Empowerment Project</td>
<td>LWF Mozambique</td>
<td>MFA Partnership Agreement, CRC</td>
<td>280,500</td>
<td>280,500</td>
</tr>
<tr>
<td>116/29</td>
<td>MOZ office FMEB support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, CRC</td>
<td>104,565</td>
<td>140,043</td>
</tr>
<tr>
<td></td>
<td>Total costs (EUR)</td>
<td></td>
<td></td>
<td>660,478</td>
<td></td>
</tr>
</tbody>
</table>

### 2. Overview of the Mozambique Programme

In the beginning of 2015, FCA together with the partner organisations (CEDES and LWF) started to build a strong presence in Mozambique based on strategic lines of FCA especially in R2L and R2P work. FCA was positioned well in the peace platforms and there were many expectations of FCA becoming active in the educational sector. The partners were also recognising the strong accomplishment and support given by FCA to them. However, after the decision of FCA to exit from Mozambique due to the Ministry for Foreign Affairs, Finland funding cuts in the end of the year, the country team worked with the partners and supported them to enhance the sustainability of their work, as well as closing down the Country Office.

During 2015, the main focus of FCA was in R2L work. A total of 12 innovative loan and savings groups were established with CEDES in Ka Mavota and Ka Masaqense districts. Three groups were formed by adults and by young people. The SAGs permitted 173 women and 27 men to accumulate important savings, and for at least 26 women and three men to apply for credits to start their own business.

LWF established eight village community banks (VICOBAs) in Gaza, benefiting 527 women and 271 men to accumulate savings, contributing indirectly also to the children’s possibility to attend school. The partner organisations also addressed health issues, advocacy and overall community organisation issues through capacity building, support in advocacy initiatives and establishment and functioning of community committees.
ter committees were also activated to support the commu-
ity level informative and sensitising work.

The general peace treaty process in Mozambique had been challenging and the situation contributed negatively to the maintenance of peace and the risk of political crises. After the peace treaty, Mozambique did not manage to elab-
orate a reconciliation strategy for the country. In response to the
situation, FCA together with CEDRES supported the creation of an inter-faith peace mediation platform “Reli-
gious Network for Reconciliation and Peace” (RRRP, Red
Cre-dora de Reconciliação e Paz). FCA supported the op-
erationalisation of the Network led by a Task Force of six
to eight active members, including female religious leaders
and representatives of religious congregations. The Network
has been active in the provinces highly affected by the mili-
tary-political crises, especially in Sofala and Nampula. With
a focus on youth, FCA also established community level
with Special Peace Clubs, where concrete problems were solved
within communities.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

Mozambique Country Programme reached 13,260 beneficiaries:
7,706 women, 5,559 men, 11 boys and 12 girls in 2015

<table>
<thead>
<tr>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Livelihood (R2L)</td>
<td>240 people, of which 164 women, trained in business and entrepreneurship skills</td>
</tr>
<tr>
<td>Projects contributing to this result: 16:26</td>
<td></td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
<td>14 savings schemes successfully established in two districts benefitting a total of 700 women and 298 men</td>
</tr>
<tr>
<td>Projects contributing to this result: 16:26, 16:46</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td>The national level Religious Network for Reconciliation and Peace (RRRP) was constituted</td>
</tr>
<tr>
<td>Projects contributing to this result: 16:28</td>
<td></td>
</tr>
<tr>
<td>Projects contributing to this result: 16:28</td>
<td></td>
</tr>
</tbody>
</table>

b) Key Achievements during 2015

Despite the drought caused by el Niño, four successful Vil-
lage Community Banks (VICOBAs) were established and
functioning in Gaza. A total of eight VICOBAs had been
started and the additional income helped the families in
buying assets and paying the costs of schooling for their
children, and also to use the saved money to buy food dur-
ing the drought. Savings groups have also helped to boost
group members’ self-esteem.

The community organisation strategies established by
FCA and the partner organizations have been in general
successful and the Community Development Committees
(CDCs) and other committees have become important ac-
ctors in local decision making processes and solving local
issues. According to an external evaluation, LWF Mozam-
bique successfully introduced a combination of sustainable
agricultural practices and techniques including the use of
Pacheco successfully introduced a combination of sustainable
agricultural practices and techniques including the use of
equately cutting of trees.

The community organisations were strengthened in order to support the partners and
accommodating the needs of local communities and serving
the community as a whole.

The community organisation strategies established by
FCA and the partner organizations have been in general
successful and the Community Development Committees
(CDCs) and other committees have become important ac-
c tors in local decision making processes and solving local
issues. According to an external evaluation, LWF Mozam-
bique successfully introduced a combination of sustainable
agricultural practices and techniques including the use of
Pacheco successfully introduced a combination of sustainable
agricultural practices and techniques including the use of
equately cutting of trees.

4. Evaluations, Assessments and Studies

A baseline study of the socio-economic situation of the SAC
members in Ka Maxaquene and Ka Mavota was conducted
in order to set bases for possible impact assessment of the
improvements in the living conditions and income of the
participants as result of the participation in the SACs proj-
et. The SACs manual was elaborated and validated with experts of the micro credit

An exit assessment was done for the CEDRES project. The
assessment concluded that the partnership with FCA has
strengthened CEDRES as an organisation and their capaci-
ties to work on community level. However, the rushed exit
risked the sustainability of the SACs and the partner’s ca-
pacity to sustain the increasing demand for the community
savings schemes in the project locations.

According to the LWF programme evaluation results, in
the LWF operating area there have been improvements in
gender and human rights, particularly in increased
gender equity and women participation in both family and
community structures. Awareness raising ef-
forts by Community Development Officers (CDO) and
Community Development Committees (EDC) have contributed
to behaviour change. One of the biggest achievements is the
reduction of cases when young girls abandon schools to get
married, and also the reduction of cases when young boys
are sent to herd cattle instead of going to school, as families
are more aware of the importance of sending boys and girls
to school.

LWF conducted two participatory surveys for assess-
m ent of achievements of the IECP project. The studies found
that model of community structures and organisations has
been functioning and responding to local community needs
and being commended by local authorities who see CDCs
as respectable community structures often invited to impor-
tant decision making forums such as the consultative coun-
cils and school councils.

There were first attempts to assess the situation of educa-
 tion in Mozambique, but the assessment was not completed
due to the exit of FCA from the country.

5. Capacity Building

Due to FCA exit from Mozambique, advocacy was integrat-
ed strongly in all FCA supported work and the focus of all
programmes was in capacity building to community mem-
bers and partner organisations. The partner organisation
CEDRES’s all male staff members were trained on 6 meth-
ology and business and credit management. In addition,
their skills were developed further in continuous staff group
learning sessions, where the SAC concept and challenging
issues were revised and discussed by the team.

Activities in R2L work were focused on organisational
capacities training for development committees and sav-
ings groups, including explicit accent and activities related
to advocacy and training for community empowerment.

Savings and credit group members were trained on how
to advocate to the local government and to understand the
importance of focusing on issues of their own and commu-
nity interest. They were trained to prioritize issues of interest, apply for government development funds and to
operate on the community level. Also leadership, conflict
management, and business management skills of the key ac-
c tors were strengthened in order to support the partners and
groups in establishing relations with different stakeholders (government officials, banks and their management, possible donors etc.). Partner staff was trained to give adequate technical support in these areas, including transversal issues such as RBA.

Strengthening the Role of Religious Leaders in Mediation & Peace Building in Mozambique was a capacity development project based on accompaniment of basic organisational development, including among other actions learning from international experiences, registration and the creation of the organisational strategy.

6. Challenges effecting the programme and lessons learnt

The drought caused by El Niño affected the people in Gaza Province, making the families to be involved in massive production of charcoal to get something to eat. In order to minimise the risks, LWF supported risk disaster management committees and natural resource committees, sensitised families to build houses in safe places and constructed wells. However, some VICOBAs groups were weakened and four of the eight groups stopped saving during the last months due to the drought, as many families and VICOBAs members were not able to make their savings as they had to use all money to buy food.

Livelihood work faced challenges in involving men into improving livelihoods. Also the price rises in the market place made it more difficult for the community members to participate. In the savings group, the reluctance of some SACs members to abide by the bylaws challenged the functioning of the group.

The government bureaucracy was more complicated than anticipated and none out of the targeted 18 CDCs were legalised. However, 14 have submitted their documents for revision, and two are waiting for final approval. Overall the constraints were part of a challenging environment. Good DRR planning, timely capacity building activities with adequate close monitoring and closer co-operation with authorities can help in mitigation some of the constraints in the future.

Mozambique exit faced challenges due to the sudden cut of funds, which made it impossible to assure the sustainability of the new area of work introduced by FCA at CEDES and the local capacities to complete the exit well.

Somalia

1. Overview of the Somalia Programme

Somalia is on a positive trajectory with increasing political stability, improvements in socio-economic indicators and an encouraging shift in engagements with international partners. These developments have also affected FCAs programme in Somalia, moving the focus towards supporting the establishment of more accountable and inclusive local governance structures. Support from the MFA partnership programme continued to play a key role enabling FCA to consolidate peace initiatives in South-Central Somalia and create new partnerships.

However, Somalia still remains to be one of the most fragile states in the world with over 73,000 Somalis in need of urgent humanitarian food and nutrition assistance, and an additional 2.3 million people struggling to meet their food needs every day. In 2015, FCAs humanitarian programming in Somaliland was strengthened, with focus on assistance to the people of concern such as Internally Displaced Persons (IDPs), refugees and returnees. The conflict in Yemen increased the number of people in need in 2015, with more than 29,000 people seeking refuge in Somalia. Two reception centres were set up by UNHCR in Berbera, Somaliland to ensure reception and assistance for the new arrivals in Somaliland. The IDP camps in Somaliland have been overcrowded for long, and the influx of refugees made the situation worse. A new strategic collaboration with the Somalia Return Consortium and UNHCR was born from the urgent need to respond to the influx. In late 2015, FCA signed a co-operation and funding agreement with UNHCR to support the Yemeni returnees. Even if FCAs response in

2. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01596</td>
<td>Facilitation of voluntary return and immediate recovery support for Internally Displaced Persons (IDPs) in their places of origin in Somaliland</td>
<td>Candlelight</td>
<td>MFA Humanitarian</td>
<td>593,200</td>
<td>529,184</td>
</tr>
<tr>
<td>01697</td>
<td>Facilitation of voluntary return and immediate recovery support for Internally Displaced Persons (IDPs) in their places of origin in Somaliland</td>
<td>Candlelight and HACP</td>
<td>MFA Humanitarian</td>
<td>19,000</td>
<td>373,707</td>
</tr>
<tr>
<td>01605</td>
<td>Voluntary return and re-integration for Somaliandomers returnees from Yemen</td>
<td>Candlelight</td>
<td>UNHCR</td>
<td>83,379</td>
<td>22,164</td>
</tr>
<tr>
<td>01505</td>
<td>Central Regions Peace Initiative Project (CRPIP)</td>
<td>ORD</td>
<td>SSF</td>
<td>3,465,975</td>
<td>2,592,468</td>
</tr>
<tr>
<td>01634</td>
<td>The Peace Initiative in Bay and Bakool</td>
<td>ORD</td>
<td>EUROPEAID, MFA other</td>
<td>567,113</td>
<td>513,504</td>
</tr>
<tr>
<td>01551</td>
<td>Somal Peoples Peace Initiative Project (SIPP)</td>
<td>HACP, HACP</td>
<td>SSF</td>
<td>158,837</td>
<td>167,914</td>
</tr>
<tr>
<td>01648</td>
<td>VIKES Somalia media support project</td>
<td>VIKES with FCA</td>
<td>RedNoseDay-campaign</td>
<td>35,000</td>
<td>35,000</td>
</tr>
<tr>
<td>01781</td>
<td>Somalia Country Programme Office</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>475,500</td>
<td>455,364</td>
</tr>
</tbody>
</table>

Total costs (EUR) 4,709,385
Somaliland has had a humanitarian short-term nature, the training activities and cash assistance activities are aimed at addressing medium to long-term challenges and strengthening the resilience of the target population.

In terms of Right to Peace, 2015 was a key year for FCA in Somalia. The traditional peace work evolved into a more comprehensive and outcome-oriented state building and governance programme, attracting the attention of several donors and stakeholders. The focus in 2015 was to support the efforts of the Federal Government of Somalia (FGS), in collaboration with the International Community in establishing more accountable and inclusive local governance structures, in line with the FGS’s recently launched Wadajir National Framework for Local Governance. FCA’s peace work managed to achieve outstanding results in 2015, especially in the Central Regions in Somalia, where FCA and partner (CRD) facilitated the formation of a Federal State (Constitution, Parliament and President) in the most challenging area of Somalia. Such a success is due to community acceptance, strong community participation in the entire process, identification and engagement of genuine traditional and religious leaders and FCA staff capacity and commitment.

In the second half of 2015, FCA managed to get EU funding for two new projects: one to support the Interim Regional Administration through the formation of efficient, active and inclusive district authorities and the other to strengthen civil society engagement in political dialogue and state building processes. New partners were also identified: SOYDEN - The Somali Youth Development Network, IDEA - Women’s Development Organisation and IIDA - Electoral Institute for Sustainable Democracy in Africa.

The joint ACT Somalia strategy was drafted in 2015 and the overall coordination through the ACT Somalia Forum (ASF) took place and logistical arrangements were managed by the Norwegian Church Aid (NCA).

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Right to Livelihood (R2L)</th>
<th>Somalia Country Programme reached 3,605 direct beneficiaries: 1,680 women, 1,923 men in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>350 households have improved their living conditions through livelihood skills trainings and grants.</td>
</tr>
<tr>
<td></td>
<td>Projects contributing to this result: 11596, 11665</td>
</tr>
<tr>
<td></td>
<td>250 households have received essential household items and increased their coping capacity.</td>
</tr>
<tr>
<td></td>
<td>Projects contributing to this result: 11497, 11566, 11665</td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
<td>36 district and federal state level community mediation and reconciliation processes conducted.</td>
</tr>
<tr>
<td></td>
<td>Projects contributing to this result:</td>
</tr>
<tr>
<td>Advocacy</td>
<td>The rights of returnees, IDPs and asylum seekers have been promoted in co-operation with the Somaliland local government.</td>
</tr>
<tr>
<td></td>
<td>Projects contributing to this result: 11497, 11566, 11596</td>
</tr>
</tbody>
</table>

b) Key achievements during 2015

Right to Peace: FCA’s focus on inclusive approaches, ensuring that genuine parties are involved in the social and political processes and the trust and acceptance of the communities gained through several years of working in the country were the success factors in FCA’s peace work in Somalia. FCA was able to participate in important processes at regional and federal levels and have concrete impact. One of the important results in 2015 was the political dialogue initiated and successfully finalised between the political groups involved in the regional administration formation in the region. FCA supported the re-establishment of the Common Peace Committee (CPC), a regional structure in charge of conflict resolution in the region of Bay and Bakoos. Through continuous mentoring and training, the CPC managed to resolve important clan conflicts in the region.

In 2015, altogether 36 peace mediation and reconciliation processes were completed at district and federal levels. FCA also trained the Technical Committee, governmental body in charge of facilitation the regional administration formation in the Central Regions. The drafting of the Constitution for the Central Regions Interim Administrations, approved by the regional parliament in one of the most democratic processes experienced in Somalia was one of the major results in 2015. The Constitution was drafted by experts locally hired by FCA and UNDP. The inclusive and transparent process of selecting members of the Regional Parliament and the President of the Regional Administration were fundamental for the stabilisation of the region.

Humanitarian assistance: In 2015, FCA also managed to successfully respond to the influx of arrivals from Yemen due to the conflict in the country. FCA was an active member in the Return Consortium led by UNHCR and took a leading role from the very beginning of the crisis in facilitating safe and sustainable relocation and reintegration of the returned population. More than 350 households received material and financial support and 46 people were trained in livelihood and income-generating skills, with support also in business idea development. The partnership created with UNHCR was also a major result for FCA – FCA Somalia is the only Country Programme currently receiving UNHCR funding, and this has opened doors for potential UNHCR co-operation also in other countries.

4. Evaluations, Assessments and Studies

The ‘Central Regions Peace Initiative Project’ (11503) funded by Somaliland Stability Fund was evaluated in 2015 and an inclusivity assessment and lessons learned workshop were also conducted. Final evaluation of the ‘Somali Peacemakers Initiative Project’ (11353) was also conducted. Major recommendations from the evaluations were that women and youth need to be involved more in the project activities. This has been considered in the new EU peace projects to be implemented from 2016 onwards. The results also indicate that in peace processes, priority should be given to intra and inter-clan reconciliation prior to state building processes. A final evaluation was also conducted for ‘Facilitation of voluntary return and immediate recovery support for Internally Displaced Persons (IDPs) in their places of origin in Somaliland’ (11497). The conclusions were that the project was relevant to the target population and in line with the recovery plan of the government. It managed to benefit beneficiaries out of deplorable conditions as most of them were living within the informal IDP camps. However, due to lack of basic services such as schools, health facilities and water in some of the areas where IDPs were settled, the living conditions were not improved to the extent needed. Therefore, the new projects are now concentrating on improving the living conditions of the returnees and the return community, in looking into infrastructure and water source improvement, and other community developments.

5. Capacity Building

Capacity building for FCA’s main local partners – CRD in Somalia and Candlelight in Somaliland – was mainly conducted in the form of on-the-job training, which has proven to be more effective in the Somali context than trainings. FCA senior staff was working together with local partners on a daily basis and both partners show considerable improvement and both have become more independent actors.

6. Challenges effecting the programme and lessons learnt

Security risk are affecting the daily work of FCA and increasing the implementation costs. Despite the major challenges faced, FCA managed to develop the peace programme in Somalia into a more comprehensive and outcome-oriented state-building and governance programme with a strong community drive approach. The trust and acceptance of the local communities has been the key to success, and this has taken several years of work in Somalia. Response to the refugees influx in Somaliland was also a major challenge faced by the programme, but this was efficiently managed through close co-operation with UNHCR and other actors within the Somalia Return Consortium.
### 1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11221</td>
<td>Support to ACT capacity building initiatives</td>
<td>ACT Forum</td>
<td>Private, parishes</td>
<td>10,000</td>
<td>7,932</td>
</tr>
<tr>
<td>11527</td>
<td>Enhancing sustainable peace and inter-communal reconciliation in Jonglei</td>
<td>CLMI</td>
<td>Private, parishes</td>
<td>200,000</td>
<td>195,319</td>
</tr>
<tr>
<td>11651</td>
<td>Mundri Education and Youth SKill Training (MEYST) project</td>
<td>MRDIA</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>140,000</td>
<td>140,000</td>
</tr>
<tr>
<td>11445</td>
<td>Market Oriented Farmers Training and Development (livelihoods and civic education, MOSTAD)</td>
<td>MRDIA</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>110,000</td>
<td>120,688</td>
</tr>
<tr>
<td>11531</td>
<td>Emergency Food Assistance for IDPs in Mundri West County, West Equatoria State, South Sudan</td>
<td>MRDIA</td>
<td>Canadian food grains bank, private</td>
<td>40,166</td>
<td>40,166</td>
</tr>
<tr>
<td>11579</td>
<td>NCA-FCA Jonglei Emergency &amp; Disaster and Risk Reduction Project</td>
<td>NCA</td>
<td>MFA Humanitarian</td>
<td>74,531</td>
<td>27,889</td>
</tr>
<tr>
<td>11659</td>
<td>Support to local churches in South Sudan</td>
<td>SPCE, EEC, ESS</td>
<td>Other global financing</td>
<td>16,110</td>
<td>11,497</td>
</tr>
<tr>
<td>11510</td>
<td>ACT South Sudan Appeal – Conflict Response – SSDHnt</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>355,761</td>
<td>324,737</td>
</tr>
<tr>
<td>11526</td>
<td>South Sudan Conflict Response – Emergency Food Assistance and Livelihoods Intervention to Conflict Affected Populations in Mangkaman, Lakes States</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>4,000,000</td>
<td>242,792</td>
</tr>
<tr>
<td>11694</td>
<td>Education in Emergencies Response to Conflict Related Displacement in South Sudan</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>200,000</td>
<td>209,354</td>
</tr>
<tr>
<td>11361</td>
<td>Faith-oriented peacemakers as inside mediators in South Sudan</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>20,000</td>
<td>19,938</td>
</tr>
<tr>
<td>11708</td>
<td>Humanitarian needs assessment in GPAA South Sudan</td>
<td>FCA self-implemented</td>
<td>Private</td>
<td>24,000</td>
<td>19,938</td>
</tr>
<tr>
<td>11904</td>
<td>Promoting Livelihood Alternatives and Communication Exchanges in Pibor</td>
<td>FCA self-implemented</td>
<td>IOM</td>
<td>9,658</td>
<td></td>
</tr>
<tr>
<td>10598</td>
<td>SSUCO office PMER support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>367,431</td>
<td>366,724</td>
</tr>
</tbody>
</table>

**Total costs (EUR)**: 1,733,142

### 2. Overview of the South Sudan Programme

Even if the Agreement on the Resolution of the Conflict in the Republic of South Sudan was signed by the warring parties in August 2015, in the latter part of the year the conflict was spreading also to new areas, seriously affecting FCA’s programme activities. The volatility of the situation and the vulnerability of the population created movement that made project planning and implementation challenging. In South Sudan, more than 7.5 million people are food insecure and 4.6 million are estimated to be in need of humanitarian assistance. In the end of October 2015, 1.6 million people were displaced inside South Sudan and more than 640,000 have sought refuge in the neighbouring countries since December 2013. This has had an impact on FCAs programme also in Uganda and Kenya.

In 2015, FCA continued to implement development projects and also provided emergency food assistance in Mundri County, Western Equatorial State. Civic educators managed to deliver lessons on human rights in secondary schools and women’s groups benefitted from dairy and poultry farming, enabling them to earn income and make savings. However, in the latter part of 2015, the conflict spilled over to Mundri and partner project staff was evacuated. This affected implementation in 2015 and continues to have an impact in 2016. FCA South Sudan staff is working intensively with the partner MRDA to develop alternative plans. In 2015, FCA also conducted partnership assessments for new partners, in view of the coming ECHO and other calls; the new partners are Resource Center for Civil Leadership RECONCILE, Standard Action Liaison Focus (SALF) and Community Aid for Development (CAD).

As the situation was very volatile throughout the year, humanitarian assistance was one of the main operating modes in South Sudan. FCA implemented emergency food aid and education in emergency projects in the Lakes State, Mingkaman and also in Jonglei. Despite the insecurity and rapidly changing working environment, FCA tried to consider long-term needs also in the humanitarian actions. In the emergency food project in Mingkaman, FCA aimed to increase the resilience of the target communities by providing seeds and tools and training in modern agricultural techniques and by regrouping farmers to work on collective farms. Through Education in Emergencies activities, FCA managed to build 35 temporary learning spaces benefitting more than 1,800 school children. This helped FCA gain valuable experience in Education in Emergencies (EiE) work and later in the year to get FCA EiE plans into the South SudanHumanitarian Response Plan (HRP). FCA also managed to get funding from the UN Common Humanitarian Funding (CHF), for the first time in FCAs history.

Peace work concentrated on the Jonglei State, mainly in the Greater Pibor Administrative Area (GPAA), which is considered to be one of the most marginalised and remote areas in South Sudan and has been the scene of some of South Sudan’s worst violence since independence in 2011. In the middle of the year, FCA signed a co-operation agreement with IOM for provision of livelihood opportunities for the marginalised youth in Pibor County. In this project, FCA managed to successfully integrate peace and livelihood activities, by promoting peaceful relations among age groups through income generation activities. Unfortunately the project area was also affected by the conflict in early 2016. FCA contracted a new type of partner for the implementation of the livelihood activities- Juha Catering Services (JCS).

Other changes to the 2015 plan were the new Support to Local Churches of South Sudan project added in the middle of the year and the re-established support to the South Sudan Council of Churches (SSCC). Peace work originally was planned to develop the capacity of local religious leaders through the Church Leaders Mediation Initiative (CLMI), but the focus was soon shifted towards the newly restructured SSCC.

FCA participated actively in ACT Forum meetings and contributed to the development of ACT Appeal for 2016. Coordination with other actors and active participation for example in the cluster co-operation were some of the reasons behind the successful new project initiatives and partnerships, like IOM and CHF.
3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

South Sudan Country Programme reached 37,165 direct beneficiaries: 5,777 women, 4,351 men, 14,312 girls and 12,125 boys in 2015

Right to Livelihood (R2L)
- More than 28,000 IDPs and other vulnerable community members received emergency food items
- 444 women and men were provided with productive assets ranging from vegetable and crop seeds, farming tools and kitchen utensils

Projects contributing to these results: 11531, 11606, 11552, 11630, 11694

Right to Education (R2E)
- Altogether, 872 boys/girls, men/women benefitted from the education in emergency activities
- 63 education actors acquired new skills through capacity building

Projects contributing to this result: 11499

Right to Peace (R2P)
- 59 young men and women in Pibor County were engaged in productive activities like bakery and food processing instead of fighting

Projects contributing to this result: 11694

Advocacy
- Collective efforts with SSCC, ACT and CARITAS to support local church leaders in peace work

Projects contributing to this result: 11527, 11631, 11659

b) Key achievements during 2015

Right to Livelihood (R2L): FCA’s emergency livelihood projects did not only aim to provide physical assets to the vulnerable communities, but also tried to increase their resilience by providing agricultural and production related training like post-harvest handling and value chain development, and by regrouping farmers to work on collective farms. In 2015, more than 28,000 people benefitted from food distribution, which was accompanied by distribution of seeds and tools to enable households to grow their own food and reduce food aid dependency.

R2L & R2P: The project funded by IOM supporting peaceful relations among age-set groups in Pibor County was very effective in sustaining gains and transforming attitudes towards peace, by engaging youth in productive activities instead of fighting. This project also successfully integrated peace and livelihoods work and managed to create a new innovative type of partnership with a private sector actor. Within the project, 39 young men and women were trained in food processing, bakery and pastry skills.

Right to Peace (R2P): Partnership with South Sudan Council of Churches was re-established in close cooperation with other peace actors. This joint approach also strengthened the peace advocacy work: two regional meetings were facilitated to discuss concrete plans for church leaders. In the Right to Peace work, FCA’s added value was in working through community based organisations and existing structures as a means of enhancing the exit strategy and ensuring sustainability. Thematic expertise in the Country Office was also a key factor in supporting the peace programming.

Right to Education (R2E): In 2015, more than 4,000 people were reached by education related awareness campaigns. Altogether 35 temporary learning spaces were constructed, benefitting more than 1,800 school children and also youth. Schools also received emergency teaching and learning supplies. Boys and girls segregated latrines were also constructed in order to support full enrolment and retention. 35 teachers received training in life skills and psychosocial support. Parent-teacher associations were formed and trained to continue with the management of the schools after the project end. The results of FCA’s Education in Emergencies (EiE) work were visible and tangible, leading to new partnerships and funding opportunities, like the CHP and also ECHO.

4. Evaluations, Assessments and Studies

A KAP survey was conducted before the implementation of the Emergency Food Assistance and Livelihoods project in Mingkaman County and another survey will be conducted at the end of the project. The survey recommended adopting sustainable practices such as conservation farming and bio-intensive gardening and to incorporate Disaster Risk Reduction (DRR) approach into the Emergency Response Plans (ERPs).

5. Capacity Building

FCA South Sudan staff contributed a lot of time and effort into building the capacity of the South Sudan Council of Churches (SSCC), in cooperation with other actors. FCA supported the auditing and development of financial control systems and human resource policies and installation of internet connection. FCA also supported SSCC in facilitating two regional peace advocacy meetings, organised in Addis Ababa in April and in Kigali in June 2015.

6. Challenges affecting the programme and lessons learnt

Insecurity and volatility in the country caused main challenges to the programme implementation. The cost of operation rose significantly and inflation continued to pose challenges to budget control. The conflict spilling over to new project areas affected FCA’s development project activities in Mundri, where partner staff had to be evacuated and project activities are still not continued. In Pibor County, the IOM funded pilot project was also affected by the conflict and the continuation of the project is not yet known.

Using religions leaders as an entry point in influencing peace work at the community and national levels is one of the lessons learned. Linking short-term food assistance with distribution of seeds, tools and agricultural training has also proved to be more efficient in improving food security and income of the targeted households. Interlinkages between themes, like integration of livelihoods and peace in the IOM supported project has proven to bring more sustainable results.
### List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11439</td>
<td>Support to ACT Uganda Forum</td>
<td>ACT</td>
<td>Private, parishes</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>11644</td>
<td>UGA ACT Appeal 2016 DRC refugees EE response</td>
<td>ACT Alliance, LWF Uganda</td>
<td>Private</td>
<td>100,000</td>
<td>96,640</td>
</tr>
<tr>
<td>10078</td>
<td>Empowering Communities for Sustainable Livelihoods project (ECSL)</td>
<td>COO/PDR</td>
<td>Common Responsibility Campaign</td>
<td>40,000</td>
<td>37,386</td>
</tr>
<tr>
<td>10621</td>
<td>Pader Farmers Empowerment Project</td>
<td>LWF Uganda</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>120,000</td>
<td>120,000</td>
</tr>
<tr>
<td>11603</td>
<td>Kakwata DRR Project</td>
<td>LWF Uganda</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign, private</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>10612</td>
<td>Kampala Slum Dwellers’ Advocacy with Development Project</td>
<td>LWF Uganda</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>11438</td>
<td>Economic Empowerment and self-reliance for Women</td>
<td>UCAA</td>
<td>MFA Partnership Agreement, Women's Bank</td>
<td>110,000</td>
<td>110,000</td>
</tr>
<tr>
<td>11646</td>
<td>Emergency Special Needs Education project to South Sudanese refugees in Adjumani refugee settlement in Uganda</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>450,000</td>
<td>295,191</td>
</tr>
<tr>
<td>11648</td>
<td>Education in Emergency Assistance to Congolese &amp; South Sudanese refugees in Rwamwanja and Adjumani refugee settlements, Uganda</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>110,400</td>
<td>225,142</td>
</tr>
<tr>
<td>11562</td>
<td>Promoting skills development and employment creation for the youth (Rwamwanja BTIVE)</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>135,000</td>
<td>131,911</td>
</tr>
<tr>
<td>11619</td>
<td>Rwamwanja BTIVE Project – Construction share</td>
<td>FCA self-implemented</td>
<td>Common Responsibility Campaign</td>
<td>75,000</td>
<td>81,698</td>
</tr>
<tr>
<td>11661</td>
<td>Uganda Special Needs Education - Support Costs</td>
<td>FCA self-implemented</td>
<td>Common Responsibility Campaign</td>
<td>16,300</td>
<td>18,928</td>
</tr>
<tr>
<td>11712</td>
<td>FCA Pilot project design workshop with FUZU, Acenter and Omnia in Uganda</td>
<td>FCA self-implemented</td>
<td>Private, parishes</td>
<td>10,000</td>
<td>9,774</td>
</tr>
<tr>
<td>10531</td>
<td>Women’s Bank project – final evaluation in 2015</td>
<td>FCA self-implemented</td>
<td>Women’s Bank</td>
<td>10,000</td>
<td>9,405</td>
</tr>
<tr>
<td>11526</td>
<td>UGACO office PME support for the MFA framework programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>260,000</td>
<td>262,346</td>
</tr>
<tr>
<td><strong>Total costs (EUR)</strong></td>
<td><strong>1,567,191</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Overview of the Uganda Programme

In 2015, FCA Uganda supported 2,691 people (2,174 women and 517 men) to improve their livelihoods by facilitating the creation and training of 89 Village Saving and Loan Associations (VSLAs) that made possible for them to access the financial resources and necessary skills to finance their own small businesses.

In 2015, FCA Uganda focused on supporting vulnerable communities in Northern, Eastern, and Central Uganda, and in West Nile, for the community to utilise their limited resources in order to improve their agricultural production. In 2015, FCA Uganda supported 2,691 people (2,174 women and 517 men) to improve their livelihoods by facilitating the creation of 89 Village Saving and Loan Associations (VSLAs) that made possible for them to access the financial resources and necessary skills to finance their own small businesses.

In 2015, FCA in partnership with LWF implemented a joint ACT Appeal for the influx of Congolese refugees in Rwamwanja, providing Education in Emergencies and constructing four classroom blocks providing learning spaces to 1,780 pupils. In addition, FCA contributed to improving the quality of education by training teachers in inclusive methods and by building four inclusive classrooms. FCA also provided capacity building for local education officials for sustained provision of education services. In June 2015, FCA entered into a three-year Memorandum of Understanding (MoU) with the Office of the Prime Minister to provide support to refugees in areas of education and livelihoods. This facilitated the creation of new partnerships in Uganda, including UNHCR and UNICEF, which will materialise in 2016.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

#### a) Snapshot of Key Results in 2015

**Uganda Country Programme reached 37,234 beneficiaries:**

- **Right to Livelihood (R2L):** 2,174 women and 517 men, a total of 2,691 people were trained in VSLA methodology.
  - Projects contributing to this result: 10821, 11438, 10612
  - 110 community women (73%) and men (27%) functioning in 266 community-based structures run by communities.

- **Right to Education (R2E):** 120 young unemployed people (65 women and 55 men) received vocational education.
  - Projects contributing to this result: 10531

- **Advocacy:** The National Peace Policy was elaborated with the participation of FCA in the process.
  - Projects contributing to this result: 11526

- **266 community based structures led by community women (73%) and men (27%) functioning and supporting the sustainable management of resources and communities’ economic activity:**

- **150 teachers (67 female and 83 male) received training in inclusive methods of teaching:**

- **266 community based structures led by community women (73%) and men (27%) functioning and supporting the sustainable management of resources and communities’ economic activity:**

- **150 teachers (67 female and 83 male) received training in inclusive methods of teaching:**

- **266 community based structures led by community women (73%) and men (27%) functioning and supporting the sustainable management of resources and communities’ economic activity:**

- **150 teachers (67 female and 83 male) received training in inclusive methods of teaching:**
b) Key Achievements during 2015

Right to Livelihood (R2L):

In Paket district in Northern Uganda, FCA enhanced the capacity of 3,600 households to practice commercial agriculture. FCA’s interventions managed to increase the access of the beneficiaries to productive assets and markets. The 877 participants from 32 VSLAs (female 587, male 290) accumulated during 2015 a total savings of EUR 55,675 and 67% of them were able to access productive markets. In addition, 176 households were able to acquire basic hold assets, 146 were able to increase the number of meals per day from 1 to 3, 132 had their sanitation and hygiene improved, and 130 households were able to pay school fees for their children. More than half of the households were able to improve the houses or construct new ones.

In West Nile region, 400 rural farming households in Yumbe and Midigo were supported to enhance food and income security. In Gulu and Oyam districts in Northern Uganda, 240 women were trained in village savings and loan methodology (VSLs) and 70% of the women started small enterprises like shop keeping, poultry keeping, goat rearing and beekeeping. They also trained more VSLAs, reaching therefore 1020 adult beneficiaries.

In Kampala, Jinja and Mbale, 7,520 slum dwellers were supported to demand for better education services. FCA and its partners have established a good collaboration with local leaders and FCA was requested to continue with the following projects set in the district development plans.

In 2015, FCA constructed a vocational school in the Rwamwanja refugee settlement and 120 refugee and host community youth enrolled. The project also linked with four private sector companies and involved them in the training. New innovative partnerships were created with Finnish education sector actors like Omnia and these will be further developed in 2016.

The sustainability of the actions was successfully secured. The commitment to continue the activities after the external support has finished is quite strong among the community groups. FCA’s objectives were aligned with government development plans and priorities, and many of the projects have created good collaboration between the communities and local government structures. Additionally, FCA and its partners have established a good collaboration with national and local level authorities in order to support sustainability.

4. Evaluations, Assessments and Studies

A Country Programme evaluation (CPE) conducted in 2015 established that Uganda Country Programme has quite successfully progressed during the years 2013-2015 towards its long-term objectives. The CPE also recommended improvements, such as to conduct a large rights-based situation analysis focusing especially on livelihood to improve planning, to enhance the CO’s and its partners’ RBA programmatic and operationalising skills, and to strengthen the M&E system for the Country Programme.

FCA conducted an external evaluation for Women’s Bank project (10531). The final report stated that the project was to a large extent successful in improving the income levels of supported rights holders, their livelihoods and contributed to the reduction of gender based violence. The recommendations included supporting VSLAs to increase their savings, loan access opportunities, and access to government programmes. It also recommended the partner organisation to increase the capacity of duty-bearers and rights-holders while scaling down its own role in implementation of project interventions.

5. Capacity Building

The East and South Africa Regional Office trained the Uganda Country Office staff in resource mobilisation. As a result of the increased capacities, FCA Uganda prepared a fundraising plan and submitted three proposals to possible donors during 2015. Working with LWF, FCA Uganda introduced CSOs founded by the community groups in the Kampala slum dwellers project to proposal writing in order to permit them to access local government funds. The community groups’ capacities were also strengthened in order to have meetings and discussions with local authorities about their responsibilities to provide services to communities.

The Country Programme staff conducted a capacity assessment for two partner organisations and provided support during the supervision visits to ensure effective financial management and programme quality. In addition, FCA has trained partners on RBA and gender mainstreaming.

6. Challenges affecting the programme and lessons learnt

The coming elections made the political climate more unstable, and therefore FCA was actively involved in advocating for peaceful elections. Moving the Country Programme from working only through partners to partly self-implemented was also challenging, but the new partnerships created with UNHCR and UNICEF show that this move was successfully implemented.

Some of the lessons learned are:

- Need to improve on indicator settings and M&E system
- Using the existing structures and community groups such as disaster management committees and VSLAs for the project activities instead of creating new overlapping structures has been a successful strategy and strengthened the capacities of those groups.
- Facilitating the registration of community groups as CSOs permitted them to have the access to local government funds (especially in the Kampala slum dwellers project).
- Assessments on education have supported FCA to focus its interventions especially in the refugee settlements.
- Aligning education plans with the Government of Uganda Education Strategy and the BTVET Strategic Plan/Skilling Uganda objectives and supporting the realisation of the education targets set in the district development plans has helped FCA to advance in promoting quality education in refugee contexts.
- Technical expertise and support is needed locally to support the duty-bearers to guarantee the sustainability of the results.

89
The women of the village of Monte Cristo in Guatemala have chosen farming of nuts as their means of livelihood as it is a profitable business.

2.4 Latin America and the Caribbean

Partners: 10 Personnel (in FTE16): 23,41

Finn Church Aid Latin America and the Caribbean Regional Office (LACRO) is located in Pétionville, Haiti. FCA’s programme countries in Latin America and the Caribbean region include Haiti in the Caribbean and Guatemala and Honduras in Central America. However, FCA only has staff in Haiti, as the Central America Programme is being coordinated from the FCA Head Office in Helsinki. This working modality has been maintained throughout the years due to the decision to exit from the Central American region by the end of 2016. The process was later accelerated due to the MFA funding cuts, ending all FCA projects in Central America in the end of 2015. The only exception is the Women’s Bank funded project in Guatemala that will be implemented according to the original plans, ending in December 2016.

America and Haiti Country Programmes share the vulnerabilities as one of the world’s regions most prone to disasters. As well as the fact that climate change has further challenged the coping mechanisms of the local communities in all programme countries. Therefore, Disaster Risk Reduction and climate change adaptation are important components in the Country Programmes managed by FCA LACRO. And numerous FCA partners and projects have a strong focus on climate change adaptation and community resilience, as climate-related natural disasters are recurrent and they greatly affect the local communities and livelihoods.

16. Full-time equivalent - Henkilötyövuosi

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10125</td>
<td>LACRO office PMER support for the MFA framework programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>101631</td>
<td>Central American Advocacy Program in the European Union</td>
<td>ACT EU</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>43,700</td>
<td>43,700</td>
</tr>
<tr>
<td>11168</td>
<td>Strengthening Local Governance for Livelihoods Development, Apacalagua</td>
<td>CLAI</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>10,000</td>
<td>10,000</td>
</tr>
</tbody>
</table>

Total costs (EUR) 438,790

17. Pooled unearmarked funds

18. Pooled unearmarked funds
2. Overview of the Central America Programme

FCA Central America programme focuses on Honduras and Guatemala, although it has a regional approach (Guatemala, Honduras, El Salvador and Nicaragua) especially in advocacy work and capacity building. Since early 2014 FCA has been in the process of exiting the region and most of the projects faced significant cuts, which was a major issue affecting the Country Programme in 2015. Additionally FCA took the initiative to exit process due to the increasing funding cuts and started in September to prepare the closing of all projects by the end of December 2015. This decision had great impact to the Country Programme and the exit process, which had a strong focus on supporting the sustainability of the project results during the original exit phase 2014 – 2016. FCA only maintained the commitment to implement as planned the Women’s Bank funded project in Guatemala (10949).

FCA operating areas in Central America include the departments of Alta Verapaz, Guatemala and Petén in Guatemala, and Cauca and Olancho in Honduras and to some extent the region more broadly (Guatemala, Honduras, El Salvador and Nicaragua), mainly in advocacy work and capacity building. No thematic developments took place in 2015 due to the ongoing exit process. For the same reason no new partnerships were initiated. There were no major changes made to the Country Programme Annual Plan (CPAP) objective and sub-objective setting and indicators. However, one project under educational back-up was cancelled as part of the CPAP was implemented in 2015: Observation in Guatemalan Elections (11655). During the Guatemalan general elections in September 2015, LWF Central America organised electoral observation activities in the departments of Alta Verapaz and Petén, with the participation of trained local community members. Although Guatemala has made significant progress in its three decades of democracy, it still faces many challenges during electoral process and the ability of the state to guarantee transparent, peaceful and inclusive participation in elections is limited.

FCA has five partners in Central America: Lutheran World Federation, Federation of Catholic Parishes of Central America (FECAPET, Guatemala and Honduras), Catholic Centre in Nicaragua (CIPRODEH, Nicaragua), Catholic Centre of Deusto and Izcara Church (CIDH, Central America) and ACT Alliance EU (Central American Working Group). FCA has no direct collaboration with ACT Forum Central America or the ACT national fora. However most partners are ACT members and FCA has joint projects with sister organisations in the region.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

The most relevant progress made in the set objectives and sub-objectives in the Country Programme was the strengthened participation and awareness of local populations regarding their rights and vulnerability issues they face as communities. Women, men and youth are organised, and the local population has improved skills for sustainable livelihood, natural resource management and disaster risk reduction (DRR) which have contributed to the increased resilience of the communities. The analysis shows new skills and assets provided in the Country Programme have resulted in diversified production, safety in times of emergencies, as well as additional income for the families. Women and youth have improved skills and opportunities to participate in community development, and they are actively promoting their rights to participation, education, sustainable livelihood and peace, as well as advocating for more just and transparent policies at municipal level. The Country Programme has been able to successfully support local communal and state institutions to strengthen the mechanisms during difficult times and challenging climatic conditions when corn and bean harvests fail. In addition, 17 communities in Honduras and Guatemala implemented sustainable activities in order to adapt their livelihoods to climate change and reduce vulnerabilities, and are presenting demands regarding their situation of risk towards the local governments. And 100 families in Guatemala and 48 families in new skills in diversifying their production, which has improved their livelihoods, income and food collection, which is especially important during the prolonged drought that has widely affected the region in 2014 - 2015. (11457)

Local communities (women, men and youth), have strengthened their resilience and capacity to respond to hazards including natural and man-made disasters and the effects of climate change that negatively impact their livelihoods.

In Apicalapa, Honduras, the drought Early Warning System is functioning and data collection provides information on climate conditions and supports communities in making appropriate decisions regarding livelihood activities. Community members trained in 2014 collected and file information that is transferred to municipal and regional authorities. In 2015, the project continued constructing water harvesting systems used for irrigation, and was achieving the re-use of household water in families producing vegetables for family consumption. Additionally families planted fruit trees highly resistant to drought, such as mango, lemon and cashew. The seed banks established in the project served as safety measures in times of production losses that in 2015 were as high as 90 per cent due to the prolonged drought in the area, and farmers have been able to lend seeds for planting and consumption. The second harvest season was better and community seed banks have been able to recover their assets. (11168)

Right to Education (R2E):

Women, men and youth in disaster affected or otherwise vulnerable communities have access to quality vocational training/skill development.

A total of 195 rural indigenous women in 25 communities received literacy training. Most women had not had education, were educated to primary level, and after the literacy training 122 women (63 %) finished successfully the first stage of the process and can now read and learn. They now have more skills to support their children in school activities, being a positive change in their life and families. Training in literacy and basic math has been also necessary to strengthen the participation of women in economic and community activities. (10949)

531 women and 13 men have increased skills in basic math/accounting, family budget and business administration, as well as other skills needed in managing micro- rural businesses. Women produce and sell snacks during their meetings and trainings, as well as other community activities and through this processes are putting into practice the skills and concepts learnt in trainings. This also allows them small extra income for their family economy. (10949)

In Honduras 29 young people from 12 communities have graduated as community environmental promoters and citizen security committees. (11034)

In Cucuyagua, the youth network was formed and has a work plan for 2016 focusing on violence prevention and rehabilitation of public spaces. In the new municipalities, one public space has been rehabilitated in 2015 with active participation of youth, women’s groups and citizen security committees. (11034)

Decision-makers are willing and equipped to hear 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.

FCA supported the IMF initiative on electoral observation during Guatemalan general elections in September 2015. This was implemented in co-operation with two local partners, placing into the core of the action the lo-
5. Capacity Building
The Central America Country Programme supported the capacity building of FCA parties through different channels. The e-learning platform designed in the project 10841 serves as an important tool for capacity building of IWF Central America and their partners regionally. During 2015 it was used to provide various trainings in PMMR, RBA, Do no Harm and Accountability. It also has served as a tool for improved regional coordination, and allows IWF to reach different actors and create greater synergies in diverse themes, such as climate change, migration and human rights. FCA also supported IWF Central America in capacity building in resource mobilisation during the exit process in 2014 – 2015 through project 11540. As a result a fundraising strategy was elaborated in wide regional consultation. IWF has also trained staff, both IWF and implementing partners, in concept note and proposal formulation and writing. In 2015, budget from FCA Central America support for Exit (11388) was directed to support the capacity building of Honduran partners through their participation. Training of trainers in Rights-based approach with focus on gender organised by ACT Alliance and Church of Sweden.

6. Challenges affecting the programme and lessons learnt
The main challenges affecting the Country Programme were caused by the insecurity manifesting very strongly in everyday life of the target communities. In some aspects the situation has worsened in 2015 and implementing partners are forced to take very restrictive measures while visiting communities. In addition, some projects have faced challenges in maintaining the level of participation of the rights-holders in the activities. This was observed and reported already towards the end of 2014 and is especially challenging project activities during important seasons of agricultural production, such as harvesting and temporary income generating opportunities outside communities. This was already taken into account in the 2015 work plan and different kind of solutions were found from postponing and modifying some activities and schedules, as well as establishing flexible working hours for the project technical staff to tackle this challenge.

Regarding project activities related to agricultural production, the main challenge is the long period of drought that has continued also in 2015. This has delayed some planned activities and challenges the livelihoods of the local population, thus limiting their possibility to participate in community development processes. Therefore activities aimed at reducing the vulnerabilities and strengthening resilience of communities gained even more weight and activities such as, rain water harvesting, reusing household water for irrigation and support to economic initiatives have been further promoted.

7. Long-term outcomes of FCA work in Central America (since late 1990’s):
- Increased participation and awareness of human rights of target groups at community and municipal level. Increase in participation of women and youth has been evidenced in both Guatemala and Honduras. Women are playing more diverse roles in the public sphere and have assumed responsibilities in community level. Also youth have increased skills and interest for community level work and advocacy, and organised youth groups have been actively engaging in human rights related actions, violence prevention, as well as promotion of sustainable use of natural resources and environmental protection.
- Strengthened community level organisation and capacity to advocate for more just and transparent local development and policies. Participation of men, women and youth has generated social auditing processes towards more transparent municipal investment in livelihoods development in the communities FCA has worked with. Also community based organisations are increasingly coordinating and collaborating with each other and with public institutions, in the form of co-action, formulated demands and proposals related to livelihoods, local development, disaster risk reduction, gender equality and violence prevention and citizen security.
- Strengthened community resilience and improved livelihoods of families: Local population is more aware of the vulnerabilities present in their environment and has improved skills and knowledge to respond to these vulnerabilities and mitigate risks. In addition, families have improved skills and knowledge related to sustainable livelihood practices, both agricultural and non-agricultural, and they have are able to implement practices of sustainable management of natural resources.

In Copán, Honduras, two observatories for citizen security were established, providing municipal authorities data related to the thematic in the region. Data is analysed in collaboration with citizen security committees, bringing duty-bearers and right-holders together to search for common strategies in response to the insecurity and violence. In Cucuyagua and San Pedro, activities emphasising the importance of public policy on citizen security were implemented, including training of municipal authorities and other stakeholders, awareness raising and sensitisation of community groups in violence prevention. The municipal authorities now have strengthened capacity related to citizen security. (11034)
Haiti

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11541</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11542</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11538</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11539</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11547</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11548</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11556</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11566</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11567</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11568</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11569</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11570</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Overview of the Haiti Programme

The year 2015 in Haiti, the poorest country of the western hemisphere, was marked by the deteriorating economic situation and stagnation in political decision-making. Parliamentary elections were held in August 2015 with a low 18% participation rate and with many allegations of fraud. Several protests, roadblocks and bursts of spontaneous violence followed the announcement of the election results. Together with a clear decline in the Haitian economy and the ongoing political instability, the situation is unbearable to many.

In 2015, FCA continued working in Haiti with Right to Education (R2E) as its main priority, under which we engaged in school construction and provision of educational opportunities. Even though the focus has still been heavily on the infrastructure and provision of safe permanent learning spaces for children, the quality of education and school governance is in an increasingly important focus area for example teacher training.

Haiti is considered one of the most vulnerable countries in the world to natural hazards such as hurricanes, earthquakes, landslides and flooding, and rural livelihoods are especially weak and highly vulnerable to disasters. FCA Haiti programme’s Right to Livelihood (R2L) activities focus on strengthening of capacities of communities and individuals to improve their situation and make demands to authorities, but still maintain important components of preparation and disaster risk reduction (DRR). Concrete disaster mitigation activities included, training in DRR of various actors, strengthening the capacities of the local communities, and building disaster proof learning spaces and training teachers in DRR.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Haiti Country Programme reached 20,398 direct beneficiaries:</th>
<th>5,396 women, 4,547 men, 5,166 girls, 5,289 boys and in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Livelihood (R2L)</td>
<td>FCA supported 5 community-based structures established for promotion of sustainable livelihoods with 14,567 local members.</td>
</tr>
<tr>
<td>Projects contributing to this result:</td>
<td>11542, 11543 and 11548</td>
</tr>
<tr>
<td>Right to Education (R2E)</td>
<td>FCA provided educational opportunities to 10,130 beneficiaries.</td>
</tr>
<tr>
<td>Projects contributing to this result:</td>
<td>11544, 11545, 11546</td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
<td>FCA supported the training of 3,002 Haitian students in conflict resolution.</td>
</tr>
<tr>
<td>Projects contributing to this result:</td>
<td>11547, 11548</td>
</tr>
<tr>
<td>Advocacy</td>
<td>23 % of Mutual Solidarity Saving Groups officially recognised by the Ministry of Social Affairs</td>
</tr>
<tr>
<td>Projects contributing to this result:</td>
<td>11549, 11550</td>
</tr>
</tbody>
</table>

Regarding the Right to Peace (R2P), many of the current activities are integrated into the work on the other two themes. Most importantly there is human rights and peace/tolerance training in schools, but also community sensitisation on rights, and advocacy at the local and national level integrated in livelihoods projects. The peace and human rights activities focus on building a more democratic and functioning society.

The projects took place locally in Artibonite and in north-eastern and western Haiti but also at the national level. In 2015, FCA had five implementing partners in Haiti. IWF Haiti continues to be long-term partner specifically in livelihood projects. We also continued working with the Réseau National de Défense de Droits Humains (RNDHH), Service Chretien Haiti (SCH) and Mission Sociale des Eglises Haitiennes (MISSEH) and FRPH (Fédération des Écoles Protestanttes d’Haiti). In addition, FCA continued to play an active role in the ACT Haiti forum. FCA successfully chaired the local ACT forum in 2015 and has been requested to continue in this role also in 2016. In the course of the year, the forum e.g. organised joint capacity building activities and advocated against the illegal deportation to Haiti of Haitian descendant Dominicans labelled as illegal immigrants.

The cuts in the MFA funding for 2014 resulted in closing a livelihood programme (Stronger livelihoods and improved food security in Southern Haiti through egg production by women and youth) after the preparatory phase already in 2015. FCA was also compelled to scale down the capacity building plans included in the annual plan 2015. Furthermore, the programme was affected by the electoral process of Haiti that led a partner organisation to focus on other activities than those planned with FCA.

20. Posed unmarked funds
21. Posed unmarked funds
b) Key Achievements during 2015

Right to Livelihoods (R2L): FCA worked with five different local structures with a membership base of more than 14,000 Haitians. The activities included e.g. saving groups, community stores and income-generation activities such as goat and sheep rearing. As a result, the income-generation capacity of households involved in the activities has increased, hence strengthening their economic security.

Previous advocacy efforts supported by FCA started also to bear fruit in 2015, as an increasing number (23%) of Mutual Solidarity Saving Groups were now officially recognised by the Ministry of Social Affairs, which enhances the possibilities of their members to negotiate for credits with institutions such as commercial banks, co-operatives or savings banks.

Right to Education (R2E): FCA provided non-formal educational opportunities to more than 10,000 beneficiaries in literacy as well as in primary and secondary education. In the course of the year, the construction of 16 new classrooms was finalised, each with capacity for 40 students. FCA also ensured that contingency plans or early warning systems were in place in 62 Haitian schools, provided schools with 61 pedagogical tool kits and supported four teacher training courses.

In terms of advocacy, FCA helped two community-based organisations to set up advocacy plans to work against corporal punishment of children; hence empowering communities to take action independently. A remarkable achievement is the active involvement of the communities in the schools that FCA worked with, as all of them were equipped with community education committees.

Advocacy: FCA's work with the Lutheran World Federation and ACT Alliance included important actions of dialogue building with local level authorities on DRR and climate change, such as reforestation, environmental protection and adaptation to Climate Change. On a national level, the ACT Alliance joint project established Haiti’s first national civil society advocacy platform on Climate Change. In addition, the national civil society advocacy platform participated in the COP 2015 meeting in France and the ACT Alliance included important actions of dialogue building with local level authorities on DRR and climate change.

Right to Peace (R2P): FCA supported the capacitiation of more than 3,000 Haitian students in conflict resolution. Moreover, Haitian teachers and parents were trained on children’s rights and church members and leaders were sensitised in issues related to gender-based violence. However, those activities don’t directly contribute to FCA’s global level indicators, but are context specific ones.

4. Evaluations, Assessments and Studies

Two project-level evaluations were carried out at the end of 2015, but their final reports were not available by the deadline of the annual reporting.

5. Capacity Building

Complaints Response Mechanism (CRM) was initially put in place at FCA Haiti office and for projects implemented by FCA. Training sessions and workshops were also organised with local partners to introduce them the principles and prepare them for the use of the system. This created very informative discussions and FCA was able to gather lessons for better integration with partners.

Two other workshops were organised on Core Humanitarian Standards. Moreover, capacity-building workshops on planning and reporting were organised on-demand for partners.

6. Challenges affecting the programme and lessons learnt

A major change affecting the programme was the decision of the Finnish government to cut its development funding (MFA funding), due to which the programme was scaled down. It is also worth noting that Haiti’s eventful political life may result as changes in the original annual plans.

2.5 Middle East

Partners: 6

Personnel (in FTE*): 17.27

FCA's programme in the Middle East is managed by the Regional Office located in Amman, Jordan and the country office in East Jerusalem. In 2015, FCA's work in Jordan was directly implemented, whereas the Country Programs in Lebanon and Israel and the Occupied Palestinian Territory relied on local and international partner organisations.

In Jordan the programme focused heavily on Right to Education (R2E) especially with a view to the Syrian refugee youth, whereas in the IOPT the focus was on Right to Peace (R2P), the Country Programme in Lebanon combining all three themes including Right to Livelihoods (R2L).

FCA commissioned a study on local peacebuilding in Syria, of which the report “Inside Syria: What Local Actors Are Doing for Peace” was published in 2015. The extensive analysis of local peacebuilders in Syria helps to understand the needs they have and the challenges they encounter as well as to promote their inclusion to future peace efforts.

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10389</td>
<td>ACT Alliance Middle East Working Group membership fee</td>
<td>ACT EU</td>
<td>Common Responsibility Campaign</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>10707</td>
<td>Regional Partners Capacity Building</td>
<td>FCA to local partners</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>11622</td>
<td>Enhancing the Local Peacebuilding Capacities in Syria</td>
<td>FCA self-implemented</td>
<td>Private</td>
<td>71,000</td>
<td>71,000</td>
</tr>
<tr>
<td>11665</td>
<td>Thematic assessments in Lebanon and Jordan</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, private, parishes</td>
<td>30,000</td>
<td>29,870</td>
</tr>
<tr>
<td>10780</td>
<td>MED office PMER support for the MFA frame programme</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign, parishes</td>
<td>354,711</td>
<td>310,076</td>
</tr>
<tr>
<td><strong>Total costs (EUR)</strong></td>
<td><strong>432,867</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

22. Full-time equivalent - Henkilötyövuosi
1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11535</td>
<td>Emergency Response for Conflict Effected and Internally Displaced Persons in Gaza</td>
<td>DCA with FCA</td>
<td>MFA Humanitarian</td>
<td>106,710</td>
<td>106,450</td>
</tr>
<tr>
<td>11536</td>
<td>IOPT programme support</td>
<td>DCA</td>
<td>Private, parishes</td>
<td>48,710</td>
<td>44,462</td>
</tr>
<tr>
<td>11581</td>
<td>EAPPI programme (see chapter 2, II for further details)</td>
<td>WCC</td>
<td>Private, parishes</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>11583</td>
<td>Strengthening Palestinian Women Livelihoods through Training and Marketing of Agricultural Products in the West Bank</td>
<td>IOCC with FCA</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>70,000</td>
<td>64,865</td>
</tr>
<tr>
<td>10831</td>
<td>Improving the Economic Opportunities and Livelihoods of Vulnerable Women in the West Bank</td>
<td>IOCC</td>
<td>Private</td>
<td>5,458</td>
<td>5,458</td>
</tr>
<tr>
<td>10958</td>
<td>Rights First</td>
<td>MEND</td>
<td>Private, parishes</td>
<td>5,458</td>
<td>5,458</td>
</tr>
<tr>
<td>10798</td>
<td>Youth for Peace</td>
<td>PCPD</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>70,000</td>
<td>68,000</td>
</tr>
<tr>
<td>11582</td>
<td>Rabbis for Human Rights: Human Rights and Judaism course for Israel’s future soldiers</td>
<td>RHR</td>
<td>Common Responsibility Campaign</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>10250</td>
<td>Ecumenical Accompaniment Programme in Palestine and Israel (EAPP)</td>
<td>WCC</td>
<td>MFA Partnership Agreement, Common Responsibility Campaign</td>
<td>122,200</td>
<td>113,838</td>
</tr>
<tr>
<td>10356</td>
<td>Ecumenical Accompaniment Programme in Palestine and Israel (EAPP), Global Coordination</td>
<td>WCC</td>
<td>Parishes</td>
<td>45,000</td>
<td>45,000</td>
</tr>
<tr>
<td>12345</td>
<td>Practicalities of Return</td>
<td>Zochrot</td>
<td>Common Responsibility Campaign</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Total costs (EUR)</td>
<td></td>
<td></td>
<td></td>
<td>630,650</td>
<td></td>
</tr>
</tbody>
</table>

2. Overview of the IOPT Programme

The conflict in IOPT continues to be a protracted one and no major changes occurred in the operational context in 2015. Consequently FCA’s Country Programme focused on addressing the long-time Israeli occupation, mitigating its impact on daily lives of Palestinians and identifying solutions for the conflict. FCA carried on supporting projects under Right to Peace (R2P) and Right to Livelihood (R2L) in West Bank and Israel, developed its partner portfolio and continued to work more closely with local civil society organisations. No significant changes were made to the original annual plan, as only some indicators were fine-tuned to ensure that the objectives and indicators match. 2015 was the final year of working on livelihoods with International Orthodox Christian Charities (IOCCC), as FCA wanted to link its Country Programme more closely to local civil society instead of supporting INGOs. Hence a new livelihood pilot in the West Bank was launched with Economic and Social Development Center (ESDC) to enhance the situation of female-headed households through agricultural activities. In Israel FCA joined forces with Rabbis for Human Rights to support its project that aims to increase human rights awareness among future Israeli soldiers.

For the time-being, 2015 was also the last year of FCA’s active involvement in the ACT EU Middle East Working Group. However, FCA continued its involvement in advocacy both locally and in Helsinki e.g. by contributing to ACT Palestine Forum and taking part in the stakeholder consultation held for the strategic action plan of the Finnish Embassy in Ramallah. FCA also continued working with the EAPPI programme (see chapter 2, II for further details).

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Project</th>
<th>Beneficiaries</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Livelihood (R2L)</td>
<td>107 women</td>
<td>From the Israeli army is a clear indicator of successful advocacy on the need for increased human rights understanding within the army.</td>
</tr>
<tr>
<td>Right to Peace (R2P)</td>
<td></td>
<td>Promote the idea of just peace in the West Bank. 800 students from pre-military academies were provided with a course on Judaism and human rights.</td>
</tr>
</tbody>
</table>

b) Key Achievements during 2015

Right to Peace (R2P): A core group of 49 active youth were involved in more than 90 local and district level engagements to promote the idea of just peace in the West Bank. The engagements included activities such as a social media campaign, production of short documentaries, film screenings, political symposiums and lobby meetings with decision-makers. Many of these youth have become well-known in their districts as local leaders, and are invited by their communities to be part of the decision-making on the local level, a role that is not normally accessible to the Palestinian youth. However, the peace work was not limited to the West Bank, as 800 students from Israeli pre-military academies were provided with a course on Judaism and human rights. Testimonies of students indicate that they have been exposed to issues that shape the way they view the policies of their own country and now understand how these policies affect the lives of individuals, particularly weak minorities. Several army officers have also requested course curricula on Judaism and human rights from FCA’s partner; hence the project has a multiplying effect by reaching soldiers who have not studied in pre-military academies, but who have come to know about the course work through former students or teachers. The request for human rights training from the Israeli army is a clear indicator of successful advocacy on the need for increased human rights understanding within the army.

Right to Livelihood (R2L): 107 female-headed households from the West Bank produced surplus of agricultural goods that they were able to sell to local markets to gain incomes. 792 women and 684 men in 2015 wanted to link its Country Programme more closely to local civil society instead of supporting INGOs. Hence a new livelihood pilot in the West Bank was launched with Economic and Social Development Center (ESDC) to enhance the situation of female-headed households through agricultural activities. In Israel FCA joined forces with Rabbis for Human Rights to support its project that aims to increase human rights awareness among future Israeli soldiers.

Advocacy: FCA was invited to take part in a stakeholder consultation for the strategic action plan of the Finnish Embassy in Ramallah. In this occasion FCA highlighted its concern e.g. for the democratic development in Palestine; consequently the final version of the strategy included use of amendments and clarifications on democratic development, human rights and good governance.
Humanitarian aid: In 2015, FCA continued supporting cash assistance and psycho-social work for the population affected by the 2014 crisis in Gaza.

4. Evaluations, Assessments and Studies
Three project-level evaluations were carried out in 2015.

ESDC: The evaluation was conducted after the end of the pilot project with ESDC, and its main finding was that it has over-achieved its objectives. However, it was recommended that ESDC consider offering training on technical packaging and marketing, to maximise the benefit from the increased production, as well as establishing units for agro-cultural products such as methods of pickling production, and making organic fertiliser. It was also recommended to introduce an awareness programme for men about the importance of their role in increasing productivity by helping women in collecting crops and packaging. Lastly, it was recommended to improve the M&E strategy with regards to oversight, management and monitoring the implemented work. FCA should also increase the gender-sensitive approach at the organisational and project levels (gender capacity building, gender training sessions, gender manuals and policies).

5. Capacity Building
FCA organised a partner meeting in November 2015 for Palestinian and Israeli partners: the meetings were held in Jerusalem for Israeli partners for one day and in Ramallah for two days for Palestinian partners. The theme of the meeting was monitoring and evaluation. FCA’s Global Monitoring and Evaluation Coordinator participated in the meetings and presented FCA’s internal work on monitoring and evaluation and indicators as well as provided a guiding and introductory presentation to the tools. In addition to M & E, the Regional Finance and Admin Manager provided information about FCA’s financial requirements and regulations.

6. Challenges effecting the programme and lessons learnt
The worsening security situation was somewhat of an obstacle for both FCA and its partners, as it had implications both in terms of mobility and rescheduling planned activities. Challenges were also encountered in terms of the capacity of some partners to deliver results and report them, which informs the further development of the partner portfolio.

Relocating the position of the RIPT Programme Coordinator was clearly a step towards enhancing the programme quality; FCA is now able to visit the partners more frequently, take part in activities and be closer to the implementation process as such. However, due to time constraints and limited human resources, monitoring and evaluation still remain as a challenging aspect of the Country Programme.

1. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final budget (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11593</td>
<td>Syrian refugees – MFA HA grant 2015</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>555,015</td>
<td>465,174</td>
</tr>
<tr>
<td>11601</td>
<td>Informal Education for Syrian Refugees in Jordan</td>
<td>FCA self-implemented</td>
<td>MFA Humanitarian</td>
<td>320,080</td>
<td>216,171</td>
</tr>
<tr>
<td>11650</td>
<td>Finding the lost generation</td>
<td>FCA self-implemented</td>
<td>Private</td>
<td>200,000</td>
<td>58,413</td>
</tr>
<tr>
<td>11635</td>
<td>Provision of ICT opportunities to Syrian youth in Azraq and Za’atari camps</td>
<td>FCA self-implemented</td>
<td>Other global financing</td>
<td>82,900</td>
<td>53,017</td>
</tr>
<tr>
<td>11282</td>
<td>Civil society capacity building for women’s social entrepreneurship and employment</td>
<td>FCA self-implemented</td>
<td>MFA Partnership Agreement</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Total costs (EUR) 790,775

2. Overview of the Jordan Programme
With the presence of more than 600,000 officially registered Syrian refugees, Jordan continues to be one of the most important host countries for people who have fled the ongoing conflict in the neighbouring Syria. Jordan’s own resources do not provide services for both the local population and the new-comers are scarce, and for example King Hussein has recently warned that the country is about the reach a critical points in terms of its capacity to deal with the refugee crisis.

The Jordan Country Programme 2015 was marked by consolidation efforts, by which FCA closed operations with local CBOs in the south of the country (“Civil society capacity building for women’s social entrepreneurship and employment”) and focused on its humanitarian response providing education and psychosocial support for Syrian refugees youth and vulnerable local youth. Instead of working on livelihoods in the South, Right to Livelihood (R2L) was further developed in connection with the humanitarian response. This led also to changes in the original setting of objectives, as the goals set for the livelihoods development in the south were abandoned. Right to Education (R2E) objectives were also fine-tuned to better illustrate the quality of education that the programme pursues.

After four consecutive years of self-implementation, in 2015 the programme successfully continued to enhance the wellbeing of Syrian refugees residing inside and outside camps as well as vulnerable Jordanians in host communities by enhancing their educational and recreational opportunities and hence also contributed to increased professional opportunities. FCA operated in the refugee camps of Za’atari, Azraq and King Abdullah Park (deciding to withdraw from the latter at the end of the year) as well as in host communities in Amman and Irbid. The programme provided its target group with non-formal education in basic skills (literacy & numeracy, English, ICT) and technical skills (recycling, handicraft, agriculture), complemented by recreational activities such as sports and culture to support the mental and social well-being of the youth living in a difficult life situation. Links between Right to Education (R2E) and Right to Livelihood (R2L) were built by facilitating the income-generation activities of graduates from technical skills trainings. FCA also offered Cash for Work opportuni-
ties for Syrian refugees and vulnerable Jordanians as train-
ers, teachers, security guards and cleaners.

FCA was active in the ACT Jordan Lebanon Syria (ILS) forum in 2015, as in previous years. 2015 was the first year when FCA decided not to join the joint ACT Appeal. The ACT forum has traditionally been very much geared to-
wards discussing issues around the appeal/s but the situ-
ation is slowly shifting into more strategic discussions and finding other ways of collaborating and coordinating the work of the ACT member organisations in the region. Train-
ings organised by the forum have been highly appreciated. The ACT Alliance secretariat opened its Middle East and Europe regional office in Amman in August 2015.

3. Progress made in the Country Programme’s set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

<table>
<thead>
<tr>
<th>Jordan Country Programme reached 3,222 direct beneficiaries (1,383 females, 1,839 males) in 2015</th>
</tr>
</thead>
</table>
| Right to Livelihood (R2L) | FCA provided technical skills training to 448 male and female beneficiaries (reported under Right to Education) and to facilitate small-scale income-generation efforts by some of the gradu-
ates. FCA offered Cash for Work opportunities that benefitted 227 people. Projects contributing to this result: 11593, 11650 |
| Right to Education (R2E) | FCA provided 2,995 male and female beneficiaries with non-formal education and recreational activities. FCA refurbished four youth centres and en-
sured the maintenance of its learning spaces in the refugee camps of Za’atari and King Abdul-
lah Park. Projects contributing to this result: 11593, 11650, 19635 |

b) Key Achievements during 2015

Right to Education (R2E): FCA implemented three projects that provided non-formal education and recreational activities for 2,995 male and female beneficiaries. The success rate can be considered good; as many as 98 % of the participants graduated from the courses they had enrolled in. In the inter-
nal review of the programme conducted at the end of 2015, of the 143 interviewed youth 45 participants reported of the improved language and communication skill, whereas 26 participants mentioned their increased capacity to help siblings with their homework. Female participants stressed especially their improved communications skills, whereas the benefit most often mentioned by their male peers was assistance to siblings in homework. In terms of the impact of recreational activities on psycho-social well-being, the internal review revealed that of the 143 interviewed youth, more than 60 beneficiaries reported a change in their behaviour that had become more social and friendlier, hence enhancing the relationship with other people such as fam-
ily members; at the same time roughly the same number of participants mentioned better self-confidence gained after having joint the activities.

R2E & R2L: Although local policies set a number of con-
straints for livelihood activities, FCA was able to provide technical skills training to 448 male and female beneficia-
ries and to facilitate small-scale income-generation efforts by some of the graduates, thus building bridges from educa-
tion to livelihoods. Moreover, FCA offered Cash for Work opportunities that benefitted 227 people.

Advocacy: FCA’s Peace United campaign brought high-
profile Finnish footballers Laura Osterberg Kalmari and Aki Riihilahti for a visit to Za’atari camp to engage with the refu-
gees youth. This visit and a document on the circus activity broadcast by YLE generated important media visibility for the situation of the Syrian refugee youth in Jordan.

4. Evaluations, Assessments and Studies

Two study activities were conducted in Jordan in 2015.

FCA commissioned a thematic analysis covering all three strategic themes in Jordan. The report offered a number of suggestions such as:
- promotion of social entrepreneurship and linking entre-
preneurship to vocational training
- curriculum development of non-formal education and adv-
ocacy for certification of non-formal education
- engaging community groups such as CSOs, church and/or mosque affiliated youth groups and refugees in solving local level problems in co-operation with municipalities

FCA also conducted an internal mid-term review of its hu-
manitarian response in Jordan. A number of recommenda-
tions were produced, including but not limited to:
- systematic collection and documentation of the best prac-
tices identified in community mobilisation
- improving accessibility for youth with disabilities
- increasing community ownership of the programme
- investments in the capacity-building for volunteers

FCA has started integrating the recommendations of the re-
view in its programme implementation in 2016: improved accessibility for disabled youth is one of the key priorities of the year, and a capacity-building training for Syrian volun-
teer teachers was organised during the first trimester of the year with support from the Head Office.

5. Capacity Building

FCA in Jordan is not working with local partners as the programme is self-implemented. However, as part of the implemented projects a number of trainings have been or-
ganised for the staff in order to maintain and improve the programme quality. FCA’s Monitoring & Evaluation coordi-
nator provided the entire staff a training session on monitor-
ing and evaluation in November. Four staff members also attended a security training organised by ACT Alliance. In addition, FCA co-operated with other INGO’s in order to fa-
cilitate the access of its individual staff members and volun-
teers to various trainings on e.g. educational expertise and first aid.

6. Challenges effecting the programme and les-
sons learnt

FCA continued facing challenges with the local bureau-
cracy especially in terms of gaining approvals for the projects, struggling with problems related to inter-ministry coordina-
tion and gaining access permits for contractors and visiting delegations to its operational sites.

Despite these obstacles, FCA was successful in fundrais-
ing and building new and global partnerships as well as be-
ing more visible to different donors. Moreover, the decision of changing the strategy by not proceeding in the co-opera-
tion with local CBOs in the Southern Jordan and focusing more on the humanitarian aid was a success and has con-
tributed to a more structured organisation.
1. Overview of the Lebanon Programme

Lebanon continues to live under the severe impact of the ongoing crisis in the neighbouring Syria. In Lebanon the prolonged conflict has resulted in a massive refugee presence going crisis in the neighbouring Syria. In Lebanon the pro-

2. List of Projects and Financial Summary

<table>
<thead>
<tr>
<th>Project number</th>
<th>Project name</th>
<th>Partner</th>
<th>Primary Funding Source</th>
<th>Final costs (EUR)</th>
<th>Costs (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11476</td>
<td>Mitigation of the impact of Syrian crisis on refugee and host communities in Lebanon through empowering</td>
<td>MEDECC-OUL</td>
<td>MFA Partnership Agreement, Common Responsability Campaign</td>
<td>35,000</td>
<td>35,000</td>
</tr>
<tr>
<td>11400</td>
<td>Agents of Change beyond Boundaries and Borders</td>
<td>SDC</td>
<td>MFA Partnership Agreement, Common Responsability Campaign</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>11560</td>
<td>Diversity and Peace under 1251 &amp; Empowerment of Women Peace Builders in Lebanon</td>
<td>WAD</td>
<td>MFA Partnership Agreement</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11651</td>
<td>The evaluation of UNDP's project Artistic work-shops and protection for children rights</td>
<td>MFA Partnership Agreement</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total costs (EUR)</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>85,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Due to the identified gaps in the partner's capacity, FCA had to readjust its objectives under Right to Livelihood (R2L). FCA had also planned to capitalize a potential new partner for Right to Peace (R2P) work and to start working on advocacy under Right to Education (R2E), but all initiatives related to capacity-building with old and potential new partners as well as new project openings were halted by lack of human resources and the decision to close down the programme.

3. Progress made in the Country Programme's set objectives and sub-objectives during 2015

a) Snapshot of Key Results in 2015

**Lebanon Country Programme reached 910 direct beneficiaries:**
- 845 women and 65 men in 2015

- Right to Livelihood (R2L): 600 women living in vulnerable life situations were provided with training workshops in off-farms skills, namely catering and embroidery, to enhance their income-generation possibilities.

- Right to Education (R2E): 110 participants were provided with a variety of skills (leadership, media advocacy, peace-building etc.) by the non-formal youth programme.

- Right to Peace (R2P): The youth involved in the peace project engaged in 15 processes either independently or in cooperation with other civil society actors and public entities.

Advocacy

The youth groups established by the peace project as well as youth participation model promoted by the same project were commended in the national report submitted to the International Committee of the Rights of the Child.

b) Key Achievements during 2015

Right to Livelihood (R2L): 600 women living in vulnerable life situations were provided with training workshops in off-farms skills, namely catering and embroidery, to enhance their income-generation possibilities.

- Projects contributing to this result: 19476

Right to Education (R2E): 110 participants were provided with a variety of skills (leadership, media advocacy, peace-building etc.) by the non-formal youth programme.

- Projects contributing to this result: 19400

Right to Peace (R2P): The youth involved in the peace project engaged in 15 processes either independently or in cooperation with other civil society actors and public entities.

- Projects contributing to this result: 19400

Advocacy

The youth groups established by the peace project as well as youth participation model promoted by the same project were commended in the national report submitted to the International Committee of the Rights of the Child.

- Projects contributing to this result: 19400

4. Evaluations, Assessments and Studies

In 2015, FCA commissioned a thematic assessment covering all three strategic themes in Lebanon. The report provided numerous interesting suggestions such as promoting social entrepreneurship and engaging with community groups to address local level problems in co-operation with municipalities. Since FCA exited from Lebanon, the recommendations cannot be implemented at least for the time being.

5. Capacity Building

No capacity building was possible to be organised due to the gap in FCA's human resources and the decision to close down the programme.

6. Challenges effecting the programme and lessons learnt

One of the key conclusions from 2015 was the incompatibility of FCA's old church-related partners in Lebanon with FCA's current objectives and modalities. Notably, the best results of the Country Programme were achieved together with the secular partner SDC, which works to bridge gaps between population groups in a fragmented society characterised by sectarian mentalities. This experience should be taken into consideration should the Country Programme be re-opened.
II. Networks and International Programmes

Network for Religious and Traditional Peacemakers

The Network for Religious and Traditional Peacemakers was initiated in 2013 as a direct result of an UN Secretary General Ban Ki-moon’s report titled “Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution” (UN GA Report A/68/811, 2012) and the supporting guidance titled “UN Guidance for Effective Mediation” (UN GA Resolution 65/283, 2010). The Network was launched in the stewardship of a Core Group - Religions for Peace, Organization of Islamic Cooperation, Finn Church Aid - that has given direction and ensured inclusivity in the setting-up phase. The Network Core Group has been reinforced by KAICIID Dialogue Centre in 2015 and it regularly consults with the Mediation Support Unit in the UN Department of Political Affairs (MSU) and the UN Alliance of Civilizations (UNAOC). Finn Church Aid has been mandated to host the Network Secretariat until the end of 2017.

The aim of the Network is to improve the effectiveness of peace focused efforts through collaboratively supporting and strengthening the positive role of religious and traditional actors in sustainable peace and peacebuilding processes. Based on the directions provided during Network Advisory Group meetings in 2015, the work of the Network has streamlined and will advance four clusters. The main activities and achievements during 2015 under each cluster were:

(1) Peace Support

The Network aims to identify and provide concrete support to grassroots to regional level religious and traditional leaders that could assist in peace mediation and peacebuilding efforts. Building on the processes in 2014, the Network continued in 2015 to support national-level peace processes in selected countries, such as Central African Republic and South Sudan, and national to regional-level processes in Asia. Furthermore the Network expanded its scope of operation to new regions, most notably to the Middle East and North Africa through its Libya process advancements.

• Building on regional consultations commenced in 2014 and 2015 engaging peace practitioners and religious actors in Asia, the Network Secretariat and members supported religious actors in effectively engaging in both the Thai and Myanmar peace processes/national dialogues. Women and youth of faith were supported in the peacebuilding processes including those carried out in the traditional and religious frameworks. For this reason, the GWG was expanded into Inclusivity Working Group (IWG) in early 2016.
• The successful collaboration with GWG and a number of key partners continued in 2015 as the co-convening organisations convened regional summits in Asia and Europe in 2015 on Gendered responses to Violent Extremism with action plan outcomes on this topic. In 2016, the co-organisers will convene regional summits in Middle East and Africa.
• The GWG participated in the UNSCR 1325 Review Process, Anniversary and Implementation in 2015. The outcomes from the regional dialogues (Asia and Europe) were also woven into the UNSCR 1325 review process.

(2) Inclusivity

Gender inclusion has been a focus area for the Network since its inception and is a thematic focus in all Network operations. The Network Gender Working Group (GWG) was formed in 2014 consisting of gender, religion and peace focused actors. The Network recognises the need to focus on inclusive engagement of both women and youth in peace building processes including those carried out in the traditional and religious frameworks. For this reason, the GWG was expanded into Inclusivity Working Group (IWG) in early 2016.

• The successful collaboration with GWG and a number of key partners continued in 2015 as the co-convening organisations convened regional summits in Asia and Europe in 2015 on Gendered responses to Violent Extremism with action plan outcomes on this topic. In 2016, the co-organisers will convene regional summits in Middle East and Africa.
• The GWG participated in the UNSCR 1325 Review Process, Anniversary and Implementation in 2015. The outcomes from the regional dialogues (Asia and Europe) were also woven into the UNSCR 1325 review process.

(3) Thematic Expertise on Preventing Violent Extremism (VE)

To respond to the growing need to understand and address factors behind radicalisation and violent extremism (VE), the Network has chosen to prevent, monitor and address violent extremism as one of its two closely interlinked focus areas. Preventing VE is a component of various Network engagements, including but not limited to activities under Inclusivity (GWG and IWG) and Network Tools (Buddhist peace education symposium to address rise of Buddhist extremism in Asia).

• In 2015, the Network engaged in a qualitative research project in Kenya. Hamas for Human Rights (MUHURI) a 3-day platform in Mombasa to map issues and community perception of key factors and push factors leading to engagement of young people in to violent extremism movement. The platform brought together religious leaders from different faith traditions, local and national authorities and young people from coastal region of Kenya. Broken relationship between the youth and national/local authorities, and disenfranchisement of youths, were identified as key factors hindering effective policies for countering root causes/ push factors into violent extremism (VE).
• The lack of common problem definition and framework to address the issues and local grievances fueling youth frustration and marginalisation was identified. With a request from Kenya’s President’s office, FCA and NETW to convene and coordinate a dialogue process with youth and national authorities from coast areas affected by VE in order for them to form a common framework and understanding for further co-operation. The NETW and ES-ARO together with the President’s office of Kenya, Kenya Red Cross, Norwegian Church Aid, Christian Aid and local partners; Kenya Muslim Youth Alliance, and with support from KAICIID convened youth dialogues in areas most affected by al-Shabaab in Kenya. PCA/ NETW’s role was also to offer thematic support for local partners and frameworks in build local capacity on strategies of community outreach in PVE, and facilitate co-operation links between local actors to ensure local ownership of the follow up process.

Finland: PCA and the Network for Religious and Traditional Peacemakers in a framework of co-operation with the Ministry of the Interior (Mi) have assisted national and local authorities to develop outreach strategies and collaborate with local religious communities and other stakeholders to develop best practices and initiatives to prevent violent extremism in Finland. As part of the co-operation FCA and the NETW organised an excursion to the FCA base and the Ministry of the Interior. The excursion focused on religious communities and local authorities to support the Ministry in learning from the experience in USA on preventing violent extremism and inter-faith co-operation models to counter xenophobia. A common and inclusive framework for different stakeholders to engage in co-operation to prevent violent radicalisation and extremism in Finland and other countries has been developed by the Ministry of the Interior in collaboration with different stakeholders based on the lessons learned and recommendations following the excursion. To support the development of local co-operation networks for preventing violent extremism recommendations have been disseminated via Community seminar platforms that have gathered local law-enforcement, officials, NGO’s and religious communities in Finland and other countries. Finns have been engaged with FCA, Network and the Ministry of the Interior. Following the recommendations of the excursion a model of inter-faith co-operation from USA called Shoulder-to-Shoulder was adapted in Finland. The Shoulder-to-Shoulder model has been introduced in the Central and Eastern European region (CEER) and in the Middle East to focus on inclusion and counter extremism and present a unified front against racism, bigotry, and xenophobia. In USA the concept of utilising crises and confronting them with a positive message has proven very effective at turning negative experience that may otherwise have driven a wedge between communities and created mistrust, having the opposite effect of increasing mutual respect, understanding and co-operation. In November 2015, following the second Paris terrorist attacks, faith communities requested PCA and the Network to coordinate a march for Hope to counter the rising of fear and polarisation via positive interaction and engagement between communities. The Network and FCA have launched an initiative to engage local and religious communities from the capital and other regions to counter xenophobia. A vision of a common and inclusive society has been developed as a launch of developing a Shoulder-to-Shoulder co-operation in Finland. Approximately 500 people took part in the march that was organised in collaboration with local religious communities.

• In October 2015, FCA and the Network engaged in collaboration with one of the companies running reception centers (Luona Oy). Focus of this co-operation has been to engage local and religious communities from the reception centers to support the asylum seekers and mitigate the host community tension and polarisation via positive interaction and engagement of the collaboration focused on three reception centers in Vantaa and Espoo. This collaboration framework has allowed FCA to begin its programmatic work in Finland. Teachers without Borders language training has been embedded as a key tool for religious communities and parishes to organise activities and mobilise their volunteers to support asylum seekers.
 (!) Methods and Tools

The Methods and Tools cluster evaluates and meets the training needs of religious and traditional peacemakers and the diplomatic community and enhances the exchange of methods and tools between stakeholders, in order to support their involvement in peace and peacemaking. The Methods and Tools cluster is divided into three main categories:

- The Network organises trainings for religious leaders and traditional peacemakers. As an example of trainings organised in 2015, the Network launched phased capacity-building processes in Asia; Inter-faith Peace Mediation and Peace Building Fellowship for Buddhist, Hindu and Muslim religious leaders in Asia and Peace Education Symposium to develop Peace Education founded in Buddhism. These processes continue until 2016 and beyond.

- The Network organises trainings for international actors based on the request from States, regional and international organisations. In 2015, two trainings for international peacemaking actors were collaboratively organised; Religion and Mediation Course for peace practitioners and a specialised training on the inter-play between religion and conflict for UN staff with follow-up action planned for 2016 based on participants’ evaluation.

In addition, the Network has commissioned a comprehensive research project to assess course needs for track 1 diplomats in the field of religion, mediation and conflict stabilisation, and map related training offered by NGOs, government agencies and universities.

- The Network provides Support functions to its members. As an example of many, the Network is collaboratively developing an Advisory Action Guidance for peace practitioners on religion and peacemaking that will be finalised in 2016. In addition, the Network Secretariat and members are engaged in the Alliance for Peacemaking (AIP) project to develop M&E framework for inter-religious peacemaking.

The Network core funding comes from the Ministry for Foreign Affairs of Finland (Unit for UN and Global Affairs) and Finn Church Aid (FCA). In order to meet the raising expectations toward the Network, the Network Secretariat has been actively seeking other prominent donors to widen its funding base. The Network Secretariat successfully signed a collaboration agreement with KAICIID International Dialogue Centre for 1/2015 – 4/2016 and a proposal for a line study for model school project in Battambang region.

2015. The project is to train child centered and active learning methods for the local teachers and support the co-operation of the local teachers by building up network with the participating eight schools.

Lauttasaari and Tikkurila schools and parishes also committed altogether six short term volunteer teacher periods in Cambodia. Lauttasaari also visited teachers from Cambodian partner schools in Finland. This vice versa co-operation was seen as very motivating and a strongly supported way to work in the future.

Women’s Bank

Women’s Bank is a volunteer community and a charity fund aimed at increasing women’s sustainable entrepreneurship and livelihood in developing countries. Women’s Bank was founded in May 2007 by FCA and a group of influential Finnish women. The goal of Women’s Bank is to support particularly in Africa and Asia by alleviating poverty.

By the end of the year 2015 Women’s Bank has collected over EUR 9.1 million in total for women in developing countries. Out of that EUR 1.5 million was raised in 2015 which is an all-time annual record. This is made possible by over 1,500 shareholders, 3,200 monthly donors and local fundraising by the volunteers.

In 2015, Women’s Bank had 35 local groups and about 3,000 volunteers who organised over 500 events to fundraise for Women’s Bank’s fund. Two new local groups were launched: one in Sarajlima and another in Fueni, Spain. The latter is the first official group outside of the Finnish borders and run by Finnish women living in Costa del Sol.

Women’s Bank highlights in 2015:

- The biggest annual fundraising event, “Walk a Profession”, was organised for the sixth consecutive year in 2015. The event was again a huge success. It was simultaneously held in 35 cities, of which 11 were abroad – for the first time in the event’s history. Well over 3,000 participants attended the events and the total amount of funds raised reached EUR 70,000.

- Another nationwide fundraising effort was a new initiative called “Read for a Profession”. This was a book launch tour with the highly acclaimed author Sofi Oksanen and took place in a total of 10 cities in Finland in October–December. The events were well attended and raised EUR 200,000. Some 1,000 participants attended the events and the total amount of funds raised was EUR 10,000.

In Liberia the volunteer worked with partner organisation FAWE with the ladies groups. Her main task was to build up skill based curricula for them and this way support the quality and recognition of the studies provided for the ladies.

UNESCO Teacher Task Force, Mr Dennis Sinyolo from Education International, Mr Pekka Haavisto member of the parliament and Mrs Sirpa Pietikäinen member of The European Parliament discussed about the importance of education for development. The meeting gathered more than 700 listeners. Teachers without Borders network and Finn Church Aid also joined UNESCO Teacher Task Force as a member organisation.

Global citizenship education award winners were chosen for third time by the network. The Minister of Education, Sanni Granh-Laasanen shared the school award for Rauniulans yhteisömaisulu from Turku and Teacher award for the group of teachers from Seinäjoen lukio. Minister Elisabeth Rehn made the celebration speech lifting up the strong importance of educating girls and women with the long lasting impact for the livelihood of whole family.

Year 2015 was also otherwise active in global citizenship education. Network steering committee together with invited guest writers and Teachers without Borders volunteers wrote and published an online based webbook about Global Citizenship Education and experiences from TwB volunteers.

Year 2015 Europe and Finland had to face more asylum seekers than any year in near history. The network members were active in responding to the situation in Finland. University of Helsinki as one of the steering committee members developed a Finnish language teaching method, easy to use in varying situations for a group with different reading and writing skills. Method called “Finnish says welcome” (Suomen kieli sanoo tervetuloa) is based on spoken language. Network organised 10 trainings around Finland for language teacher language teachers altogether 350 language guides were trained and most of them started volunteer teaching for asylum seekers.

TwB in the FCA’s Programme Countries

During 2015, the network had 11 long term volunteers working abroad, four in Cambodia, two in Eritrea, four in Uganda and one in Liberia with the support of the project “Capacity Building through Voluntarism”, funded by the MFA:

- In Cambodia the three volunteers were carrying on the Career counsellor project together with the Ministry of Education. Career counselling curricula were finalized and training scheme for teachers established and the first career counsellors were trained. One volunteer, with teacher and architect background, was doing the baseline study for model school project in Battambang region and started the planning of the next steps.

- In Eritrea the volunteers were concentrating on the capacity building of two teacher training institutes.

- In Uganda two volunteers worked together with partner organisation RACODAQ carrying out in-service training for local primary and secondary school teachers concentrating on pupils centered learning methods. The other two volunteers were working in Rwanda refugee camps and supporting the start of a new vocational education center.

In Cambodia the three volunteers were carrying on the Career counsellor project together with the Ministry of Education. Career counselling curricula were finalized and training scheme for teachers established and the first career counsellors were trained. One volunteer, with teacher and architect background, was doing the baseline study for model school project in Battambang region and started the planning of the next steps.

Teachers without Borders (TwB) is a network23 for teachers and educational professionals. The Network provides support for global citizenship education in Finland, an opportunity to use and develop teachers’ competencies by working abroad and support the capacity of local teachers and education sector development in developing countries. By the beginning of 2015 Teachers without Borders (TwB) Network had become a recognised part of FCA’s work in education sector. The main objectives for 2015 were in growing the network membership and building up the quality of the volunteer work as an organisation in recruiting, training and sending volunteers.

In 2015, TwB network together with the steering committee members took actively part in advocacy work on finalising the Sustainable Development Goals (SDGs) and Agenda2030 with demands of quality education for all, highlighting that the strong goals in education support the fulfillment of the other SDGs. 2015 included also the writing process of Finnish Development Policy and cuts in the Finnish development budgets. Both of those demanded an active response from civil society networks such as TwB. We joined the campaigns and processes organised by the umbrella organisations Kepa and Kehys.

The main topic which was highlighted in the events was the global citizenship education in year 2015 was chosen to be the relation between education and peace. The network supported spreading the Peace United campaign to schools. The events network organised and took part were highlighting that the strong goals in education support the fulfillment of the other SDGs.

In addition, the Network Secretariat and members are engaged in the Alliance for Peacemaking (AIP) project to develop M&E framework for inter-religious peacemaking.
In 2015, Women’s Bank took important steps towards a new development phase. In 2015, the Women’s Bank launched important new initiatives and programmes in five placements: Bethlehem, Hebron, Yanoun, Yatta and the West Bank, except one who was repatriated for health reasons. The EAs participated in a four-day training and a debriefing session after their return. Finnish EAs worked with local and international efforts to end the Israeli occupation and abuses. After their deployment period, the EAs advocate for civilian protection and policy change, affirming the respect of human rights and international humanitarian law, and urging the international community to actively promote a just peace for both Israelis and Palestinians.

In 2015, FCA sent ten EAs to Occupied Palestinian Territories with support from the MFA, and three with UNICEF funding for EAPPI’s access to education work, received by WCC. EAPPI also supports the coordination of the programme by direct support to WCC. Of the 21 countries that participate in the programme, Finland is one of the largest contributors. All volunteers spent three months in the West Bank, except one who was repatriated for health reasons. The EAs participated in a four-day training and a briefing session prior to their deployment, as well as a two-day training and another new member training. The Finnish EAs worked in five placements: Bethlehem, Hebron, Yanoun, Yatta (South Hebron Hills) and Jordan Valley. The EAs monitor access to education, to livelihood and to worship at checkpoints, schools and places of worship.

In 2015, EAs accompanied 3,800 children and 300 teachers to 26 schools across the West Bank. The number of pupils was slightly higher than in 2014 due to requests of protective presence from additional schools. The EAs also reported an increased number of their own visits to schools in case of harassment or violence as a form of first response to a crisis. Reported attacks and incursions in school areas affected about 1,800 children.

EAPPI aims at deterring human rights violations and decreasing sense of fear among vulnerable groups. From a survey sample of 105 Palestinians crossing three major checkpoints, 80 responded they felt significantly, a lot or somewhat safer when EAs were present. The rest feeling a bit safer (19) or not at all (6). In addition, 76 thought the presence of EAs made crossing the checkpoint “some-what” or “more smoother.”

In May–July, EAPPI significantly increased its presence in the village of Susiya, threatened by demolition by the Israeli army, to continuous night coverage, in coordination with other organisations. The EAs co-operated with visiting diplomatic missions and NGOs, helping the locals to draw attention to their situation. The strategic presence, combined with advocacy efforts, contributed to lifting the threat of imminent demolition.

The escalation of violence in Palestine and Israel affected the local populations severely and posed challenges to EAPPI’s work, especially in Hebron, where accompanying school children and youngsters. In 2015, the school was declared closed military zone by the Israeli army. Also, the EAs needed additional support and security arrangements.

EAPPI advocacy work in Finland

In 2015, the EAPPI advocacy events held by returned Finnish EAs reached at least 1,800 people. In addition, two photo exhibitions in Helsinki and Turku were arranged. Both exhibitions were made in close co-operation with the local UNHCR office, and in the case of Lebanon, IOM. The exhibitions are especially important to refugees with limited access to information such as the Arabic media.

With training modules developed in the previous years, it was easy to arrange similar training in Iran, Egypt and Lebanon. In general, the number of participants has continued to increase. The training project, supported by the Finnish Ministry of Foreign Affairs, contributed to the development of a web site providing all the necessary information in the refugees own language.

Cultural Orientation Training for Quota Refugees

In 2015, FCA carried out cultural orientation trainings for quota refugees before their arrival to Finland, an initiative started in 2013. Working with refugees in their countries of origin complements FCA’s work with refugees in the Programme Countries. This was the last year of the project for FCA.

The three-day trainings provide refugees with practical information on Finland (education system; health care and social welfare; Finnish culture and society), Finnish language as well as the rights and responsibilities of refugees in Finland. The aim is to support the resettlement process and integration to the Finnish society, and diminish the cultural shock. Practical arrangements for the training sessions were made in coordination with the local UNHCR office.

With training modules developed in the previous years, it was easy to arrange similar trainings in Iran, Egypt, and Lebanon, with a total number of 534 participants during 2015. The face-to-face teaching was complemented with a web site providing all the necessary cultural knowledge on Finland to the refugees' own language.

Finnish Immigration Service, who is responsible for the resettlement of Finnish quota refugees, was the contracting authority of the project. FCA had the overall responsibility for the project including financial management and project administration. The providers of the project were DIAK (Diaconia University of Applied Studies), who were responsible for the content of the trainings, and Hel- sinki Region Interpreting Centre (Helsingin Seudun Asioi- mituskeskus). The project was funded by the European Refugee Fund (Euroopan Pakolaishallinta).
III. Communications and Campaigns

Respected and leading communicator
The guiding principles of FCA communications are openness, fairness, swiftness and reliability. Like all work in the organisation, communication strives to have impact.

A survey, conducted in 2015 by a leading market research company Taloauttistiksi, compared how journalists perceived the communications of 23 non-governmental organisations. In the overall score, FCA communications ranked highest of all, scoring 8.36 points out of 10. FCA ranked third in reliability, which was the most valued category by the journalists, and made the top 6 also in openness, speed and understandability.

The development debate, FCA and the media
Year 2015 was rather unprecedented in how much public attention humanitarian aid and development co-operation received. This was mainly due to the earthquakes in Nepal, the influx of asylum seekers to Europe and the cuts of historical magnitude in government funding for development co-operation.

FCA responded to the situation by taking an active role in debates over asylum seekers and cuts in government funding. FCA increased awareness on global justice and gave voice to the most vulnerable in the debate by sending more press releases than ever before (8,861 in Finnish (73%) and 2,631 in English and 4,016 in Swedish. FCA’s Executive Director and many other representatives appeared regularly in Finnish television, online and print media as interviewees and as quoted stakeholders. The Paris terrorist attack in November caused another peak in the demand for FCA expertise in news media, which shows how FCA is also seen as a specialist organisation on violent extremism.

Also, the significant number of articles written by FCA on communications and op-eds written by FCA staff members appeared in Finnish mainstream media. Some of FCA’s work also made international news, most notably The Huffington Post covered FCA’s circus school in Jordan.

Growing online presence
FCA has a bundle of web-pages. Apart from the main page (kirkonulkomaanpeli.fi) which focuses on the organisation and work of FCA there are seven different sub-web-pages:
- Alternative Gifts (toisilainelmahja.fi), in Finnish and Swedish
- Women’s Bank (naistenpankki.fi, in Finnish, English, and Swedish)
- Changemaker (changemaker.fi, in Finnish, English, and Swedish)
- Teachers without Borders (opettajatilmanrajoja.fi, in Finnish)
- Ecumenical Accompaniment Programme in Palestine and Israel (eappi.fi, in Finnish)

In 2015, separate pages for Peace United (peaceunited.fi, in Finnish, English, and Swedish) and the thematic Tekoja campain (tekojamainea.fi, in Finnish, English, and Swedish) were opened.

The updates for the main homepage were frequent with 100 Finnish news stories and 56 and 11 in English and Swedish, respectively. These were accompanied by articles - 64 in Finnish, 29 in English and three in Swedish - as well as blog posts, 51 of which were in Finnish, nine in English and one in Swedish.

On the main FCA homepage in 2015 the number of page views exceeded half a million. Homepage visits amounted to more than 230,000 and the page gathered over 180,000 unique visitors – a growth of over 60 and 70 percent, respectively. The number of subscribers for FCA’s newsletter reached 12,000, up by a third from 9,000 in 2014. As moving image continues to grow in popularity in online communications, so does the number of videos produced by FCA. In 2015, FCA came out with 85 videos, up from 51 in 2014. Some gained notable popularity, for example the Peace United music video by Nikolai Alho and Sairi was viewed by over 140,000 people on Facebook.

Within online communications, the significance of social media is ever growing. In 2015, no new social media channels were opened, but the communications was carried out through three language version of Facebook, two language versions of Twitter, a Finnish Instagram, and YouTube and LinkedIn channels. In 2015, all pages grew in popularity, many in three-digit percentages. Although there is room for more growth, FCA’s social media channels are developing in the right direction.

The number of followers on social media on 7 January 2016 (compared to 7 January 2015):

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>12,852 (10,627)</td>
<td>1,253 (682)</td>
<td>410 (326)</td>
</tr>
<tr>
<td>Twitter</td>
<td>2,468 (1,053)</td>
<td>334 (191)</td>
<td>702 (30)</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>874 (579)</td>
<td>874 (579)</td>
<td>874 (579)</td>
</tr>
</tbody>
</table>

Many new initiatives were made to fully utilise the possibilities of online communications, for example a risk map was created in collaboration with STT, the Finnish newswire, and FCA created or participated in a number of social media campaigns - for example campaigns against cuts in government funding for development (tekojamainea) and to counter hate-speech (starynmaine).

Campaigns and petitions
The most significant petition FCA took part in was the Petition for development co-operation, that objected cuts in development co-operation planned by the new Finnish Government. The petition, which came with hashtags #tekojaamainea and #mevälitämme, was signed by 41,271 individuals and was handed to the Minister for Development on 8 September as part of a demonstration, in which FCA participated as well.

Common Responsibility Campaign
For many years now, FCA has had a significant role in the Common Responsibility Campaign (CRC) by producing two short documentaries on its work. The documentaries are broadcast on the Finnish Broadcasting Company Yle television channels from February through April.

The two short documentaries shown as part of the 2015 campaign were made in Haiti in 2014, whereas the films produced in 2015 focused on the theme of youth education and employment in Uganda’s Rwamwanja refugee settlement. In the case of the Ugandan films, the two protagonists, filmed in autumn 2015, were Congolese refugees who will graduate from Rwamwanja vocational school, ran by FCA, with a high likelihood of finding employment.

From February to April 2016, Yle’s channels showed the two four-minute documentaries numerous times attracting millions of views. The films are also available online. There have also been a number of articles on the campaign in many leading church-related publications, and FCA also prepared other materials for campaign volunteers in the parishes. The feedback received from the parishes on the campaign materials was positive. The shown documentary and the overall information on the project in Uganda were especially praised.

Tekoja Campaign
The thematic Tekoja (Actions) campaign 2015 focused on youth and violent radicalisation, the main message being “give a reason to stay.” The campaign objective was to increase understanding on the reasons driving people into joining violent extremist groups, and present practical methods for preventing violent radicalisation both in Finland and in conflict areas.

Peace United, a global football team for peace, was part of the campaign. The concept offers socio-psychological support in the form of football at refugee camps, and in co-operation with parishes, in asylum centres around Finland. Utilising 15 famous Finnish footballers, the sub-campaign continues to grow in popularity and get more attention.

The target audiences – the general public, parishes and media – were reached through a media campaign and through footwork in various events, such as the World Village festival (Maailma kylässä), the Helsinki Cup (the largest youth football tournament in Finland), and in major religious events, like Kirkkopäivät and Herättäjäihiltä.

The campaign video has been viewed more than 800,000 times to date.

The timeliness of the youth radicalisation theme spurred positive feedback, especially from the professional stratum. Peace United has also received two special recognitions – the Finnish Football Federation’s Respect-award, and the John Vikstrom award at the Finnish Sports Gala.

The Ministry for Foreign Affairs of Finland gave funding for both the CRC and the Tekoja 2015 campaigns, as well as for the preparations of the 2016 Tekoja campaign which has the theme of livelihood with focus on small-scale entrepreneurship, women and the young.

Publications
Tekoja magazine
Tekoja is FCA’s own Finnish-language quarterly, published and edited by the communications unit. The average print run of a Tekoja issue is 39,000, up from 36,000 from the year before, and the readership is approximately 77,000. Teachers are reached well through SubjectAid delivery service that provides Tekoja for around 8,000 teachers per
year. The magazine can be found online (www.kirkonulkomaanapu.fi/tekoja-lehti) and can also be ordered free of charge in print or electronic form.

The objective of the magazine is to increase awareness on development issues and motivate target groups, like the general public, parishes, teachers, journalists, decision-makers and FCA’s supporters, to support development co-operation and humanitarian assistance. At its best, the Tekoja magazine also engages people in FCA’s advocacy work, as FCA can express its ideas to decision-makers as well as to the general audience through the magazine.

Tekoja has in part helped strengthen FCA’s image as a specialist organisation amid Finnish media and the general public. In 2015, some articles published in the magazine led to interview requests for our experts and quotes in editorials of national media outlets, and some stories were widely discussed on social media.

Globalisti

Globalisti is the biannual magazine of FCA’s youth network Changemaker. The magazine is made by youth, for youth. The editorial group consisted of 34 volunteers from the Changemaker network. Globalisti raises awareness of global issues among youth encouraging them to participate in advocacy as well as to better publishing schedule from the point of view of schools and also of local groups.

Each issue of the magazine has a print run of 3,500 copies. Over 60% of the copies are sent to schools through the SubjectAid delivery system while each parish of the Finnish Evangelical Lutheran Church receives a copy as well. Since 2015, the magazine has also been available online on Changemaker’s homepage, as shareable articles and as Issuu magazine. Both Tekoja and Globalisti magazines received funding from the Ministry for Foreign Affairs of Finland.

3. Programme Management and Development

3.1. Organisation

Organisational Structure

In 2015, FCA continued to fine-tune its organisational structure and adopting new ways of working in the organisation.

The Secretariat of the Network for Religious and Traditional Peacemakers remained under the administrative affiliation of FCA, but has its own identity. Its place in the organisation was changed and it now part of FCA’s International Programme.

In 2015, FCA formally began operating in the United States by opening an office in Washington, DC and hired a director to oversee fundraising and external relations efforts. Since FCA Americas (FCAA) is a new humanitarian and development actor in Washington, the office has focused its attention on establishing relationships with private and corporate foundations in the untapped philanthropic market of the US. Integral to FCAA’s fundraising efforts also includes outreach to representatives from the US government (USAID and the US Department of State in particular) and the international community, including multilateral actors and various United Nations agencies. As part of its outreach efforts to the multilateral donor community, FCAA participated in two global forums sponsored by the World Bank Group. The Annual Meeting of the IMF/World Bank and the Fragility, Conflict and Violence Forum. In an effort to building partnerships with other North American faith-based development/humanitarian organisations, FCA Americas also participated in the ACT Alliance North American forum. Additionally, the US office hosted multiple meetings for the Secretariat of the Network for Religious and Traditional Peacemakers’ Washington office.
Regional and Country Offices

By the end of 2014 FCA’s Central Africa Regional Office (CARO) had only two countries under its responsibility, namely Democratic Republic of the Congo (DRC) and Central African Republic (CAR). As a result CARO was transformed into DRC Country Office. DRC and CAR started reporting to West and Central Africa Regional Office (WECARO), based in Monrovia, Liberia.

In April 2015 a massive earthquake hit Nepal. Before the earthquake FCA had one locally employed Programme Coordinator in Kathmandu. With the new humanitarian operation the office was upgraded to a Country Office and the team grew rapidly with the size of the operation. At the end of 2015 Nepal Country Office had 36 staff. This included a large team of short-term humanitarian project staff, mainly consisting of construction engineers and nurses. The Nepal Country Office is lead from the West and Central Africa Regional Office, based in Monrovia, Liberia.

The Regional Offices were:
- West and Central Africa Regional Office in Monrovia, Liberia – WECARO
- Eastern and Southern Africa Regional Office in Nairobi, Kenya – ESARO
- Asia Regional Office in Phnom Penh, Cambodia – ARO
- Latin America and the Caribbean Regional Office in Port-au-Prince, Haiti – LACARO
- Middle East Regional Office in Amman, Jordan – MEERO

The Country Offices were:
- Kenya Country Office in Nairobi – KEOO shares the same office space with ESARO
- South Sudan Country Office in Juba – SSUCO
- Somalia Country Office in Hargeisa, Somaliland – SOCCO
- Uganda Country Office in Kampala – UAGCO
- DRC Country Office in Goma – DRCCO
- Central African Republic Country Office in Bangui – CARCO
- USA office in Washington – USO
- Nepal Country Office
- Nepal

Other Field Presence
- FCA started humanitarian operation in Myanmar. In 2015, the team consisted of core staff of three people (two programme staff and a finance coordinator) who report to the Regional Representative in Asia.
- In April 2015 FCA employed locally a Programme Coordinator to Jerusalem to be in charge of FCA’s programme in I/OPT and who reports to the Regional Representa- tive in Middle East. A registration process was started to have FCA registered with the Palestinian Authorities.
- FCA started operations in Eritrea in the end of 2015. One expatriate Programme Manager was recruited and based in Asmara, Eritrea. The Eritrean Government does not want FCA to register in the country, but nevertheless permits operating from within the country.

FCA is a Green Office

FCA’s Head Office has been part of the WWF Green Office environmental management system for offices since 2008. As a Green Office, FCA is committed to reduce its carbon dioxide (CO₂) emissions and its ecological footprint. The main source of FCA’s CO₂ emissions is air travel. FCA started compensating its CO₂ emissions from flights through a carbon offsetting initiative Klima-Kollektiv in 2014.

Although FCA’s Regional and Country Offices are not able to gain a Green Office status as such, FCA’s goal is to follow the Green Office principles in all offices, taking into consideration the context and the realistic possibilities of each office. Couple of FCA’s offices have already received encouraging results in reducing their ecological footprint, e.g. MERO in Amman has been able to save significantly in electricity usage and costs.

3.2. PME & Learning

FCA’s programme consists of the following levels: the Global Programme level, the Country Programme level and the Project level.

The FCA Global Programme Annual Report 2015 has been compiled of the Country Programme Annual Reports and also includes Head Office and global functions. The data aggregation and analysis process at the Global Programme level was the first of its kind for the pre-set indicators within the current programme period 2015-2017. The process for aggregating the data at global level proved more time consuming and challenging than initially expected. The data collected for the indicators and their subsequent analyses reveal that within the Country Programmes the main challenges were that the FCA programme indicators were rolled out to projects that were already ongoing and had existing logframes and indicators. In these cases a lot of effort had to be put in having discussions with programme staff for some revisions in the data to be collected. The situation was easier in projects that were initiated at the same time as the current ongoing FCA Global Programme.

The global programme annual report 2015 is the first annual report for the current programme 2015-2017. To support in Country Programme M&E and in the reporting process a Country Programme level M&E Plan format was prepared and detailed instructions for data collection, aggregation and analysis were developed. A format was also developed for aggregating and analysing global and Country Programme level data for the Head Office. The programme data from the global level is aggregated and the country only in late fall. This also affected implementation of some the key actions on quality and accountability management, planned for 2015.

- Quality and Accountability Framework (QAF): The QAF was developed and approved by the Management Team. When there was no guidance available yet how shifting from the HAP to the QAF will be implemented, the reporting was postponed to 2016.
- Complaints response mechanism (CRM): The CRM, based on FCA’s Complaints Policy, was piloted in LA-RO and SOCCO. Training on complaints handling was carried out for staff in both offices, and complaints systems were developed. Feedback from pil-oting was collected and analysed for learning before roll-ing out the system in other field offices in 2016. Advisory Group on Complaints Handling was steering the process. FCA lawyer and internal auditor completed the CHS Alli-ance investigation training on sensitive complaints.
- Guidelines on working with partners and the partner-ship agreement: Revision of the guidelines and develop-ment of the agreement were postponed to 2016 due to the revision of FCA’s global strategy. Principles of working with partners will be outlined in connection with this strategy revision, and a new, updated guideline document will be developed accordingly. The CHS Alliance guidance on how to apply the CHS in partnerships was still pending.
- A plan was developed and approved on how FCA will proceed with the CHS.
- The CHS group had two teleconferences in the latter half of 2015.

The organisational development work at the Head Office and one field staff completed a Training of Train-ers on CHS carried out by the CHS Alliance.

When FCA considered its approach with the CHS, three important benefits were identified:
- The CHS provides a holistic framework, built on widely recognised standards, codes and best practices, to develop FCA’s quality, effectiveness and accountability;
- The CHS associates FCA with a global network of actors sharing the same language and understanding of quality and accountability;
- The CHS is a measurable, verifiable standard, through which FCA can communicate its commitments on qual-ity and accountability to all stakeholders, including the communities FCA work with, partners, and donors.

FCA has decided to have an independent verification as the verification scheme on the CHS. This will provide FCA with an impartial assessment of the baseline situation and recommendations for improvements. A self-assessment preparing for the verification will be carried out in 2016, and the independent third-party verification is planned to start at the end of 2016.
follow in early 2017. When working on application of the CHS, main challenges that need to be addressed seem to be related to field staff induction, training and support.

Feedback from piloting the complaints response mechanism was encouraging; beneficiaries became more aware of their rights and felt more equal, their participation was more active and their trust in FCA strengthened. Challenges were related to ways of complaining and beneficiary awareness and understanding of the system. Rolling out the complaints system will continue, and four - five new field offices will start the system in 2016. Peer learning between field offices will be enhanced to find the best practices in developing the system.

3.4. Risk Management, Internal Audit and Security
The risk management system was further developed during 2015. Special emphasis was put on strengthening country level risk management systems as well as working with FCA Board on top ten organisational risks.

All FCA's Regional Offices -together with countries in those regions - use the tool regularly, meaning that risk assessment has been integrated into the triannual planning and reporting system at FCA. FCA moved from quarterly planning and reporting to triannual cycle in 2015.

During 2015, risks were assessed on a triannual basis, first by functional level and thereafter at the Management Team level. The key risks were handled at the Board level.

FCA works in fragile contexts that cause additional risks for the organisation and our programmes. Thus all below mentioned risks evolve from fragile working environment. FCAs field presence functions as a mean of risk mitigation by supporting finance and programme management, but also raises risks for staff security and other human resource issues.

The main risks remained the same (1.-4.) compared to the previous year. However, changes in the funding environment, namely the funding cuts informed by the Finnish Government (MFA funding) for 2016, added a new risk (5.). With the effective risk management, the co-operation process (yhteistoimintamenettely - YT) and closing of the DRC office as well as programmes in DRC, Central America, Lebanon and Mozambique were successfully put into practise.

3.5. Key risks and actions taken at organisational level in 2015 were:

### Risks
<table>
<thead>
<tr>
<th>Risk definition</th>
<th>Actions taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Financial management and systems</td>
<td>High quality finance professionals hired Partnership, finance background assessment on prospective partners has been made. Financial support and monitoring strengthened - FCA's local finance staff regular visits to partners.</td>
</tr>
<tr>
<td>2. Programme management / quality</td>
<td>Developing the programme quality and accountability (theme work, planning, implementation, reporting, evaluation and learning). Systematical and disciplined use of guidelines.</td>
</tr>
<tr>
<td>3. Staff security</td>
<td>Systematical use of security plans and risk management. Ongoing training scheme in place, preparedness plans in place and clear communication &amp; response plan in place.</td>
</tr>
<tr>
<td>4. Human resources and leadership</td>
<td>Difficult to recruit staff with right competencies to challenging contexts of operation. Risk of high turnover of staff in challenging contexts.</td>
</tr>
<tr>
<td>5. Funding cuts / Rapidly changing funding environment</td>
<td>Cuts in MFA Finland funding leads to forced termination of staff contracts / and closing down Country Offices / Programmes / projects. Growth of Global Grants (Large) project portfolio with separate donors becomes difficult to manage with available resources. Sufficient co-funding shares is difficult to guarantee.</td>
</tr>
<tr>
<td>6. Security</td>
<td>Well managed co-operation process (YT), Management Team's active in supporting all staff, especially in field. Special support toward those areas of work, where the impact of the cuts is the biggest, effective internal and external communication. Guidance of the implementation of the grants from the Global Grant's team in co-operation with IPRO. Efficient HR policy, systems and lean procedures. A sustainable leadership development programme for Global Management Team was completed.</td>
</tr>
</tbody>
</table>

Key risks and actions taken at organisational level in 2015 were:

### Internal Audit
Internal audit improves operational reliability by assessing the relevance and effectiveness of organisation's governance, risk management and internal controls. Focus is on operations prioritised on the organisational risk analysis and which are considered critical for the achievement of the organisational objectives.

### Audit table 2015

1. **Internal Controls**
   - Assess the status of internal controls
   - Audits included:
     - Observations on the state and functionality of internal controls,
     - Verification of appropriate performance of duties and achievement of the objectives

2. **Risk Management**
   - Assess the relevance and effectiveness of risk management
   - Audits included:
     - Evaluation of risk management procedures and unidentified risk factors were addressed.

3. **Good Governance**
   - Assess the adequacy of governance practices.
   - Holistic evaluation of activities.
   - Also:
     - Evaluation of Board meeting procedures
     - Actions for risk management
     - CHF Investigation for the sensitive complaints

4. **Project management processes**
   - Evaluation of the effectiveness and suitability of PME-tools.
   - Audits included:
     - Evaluation of partner practices.

5. **Financial expertise and systems**
   - Evaluation of financial expertise for meeting the current and future requirements from the risk management perspective
   - Apart of the Head Office audits was carried out in six field offices.
   - In addition, three procurement trainings were attended.

6. **Administrative field missions**
   - SSUCO, SOCD, USCAG and LACRO
   - Audit Committee's field mission to Myanmar and Cambodia

7. **Additional items**
   - Mogadishu compound re-evaluation and a trial concerning a misconduct in HQ.

Audit plan 2016 includes an administrative field mission to Nepal- and Sierra Leone Country Offices, West and Central Africa-, East and Southern Africa- and Middle East Regional Offices. Audit committee will conduct a field mission to Somalia Country Office.

A new reporting format was introduced at the beginning of 2016. The new format will considerably increase time efficiency, readability and usability of internal audit reports.

### Security
FCA is continuously aiming at improving work practices, security measures and appropriate training, especially in contexts of medium to high security constraints. 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 personnel are safe, relative to an assessment of the risks to personnel and the organisation.

FCA sees its personnel as the main resource and therefore security and safety of FCA personnel is a priority. This has to translate into a strong commitment to minimising risks through continuously improved work practices, security measures, appropriate training, risk assessments in general (and for individual trips) and overall awareness. The main goal is to ensure that work can continue in the most challenging conditions without risking the personal safety and security of FCA personnel.

The primary management tool for security preparedness at the FCA mission offices is the Security Plan and general security awareness. Security Plans (Emergency Plans) were renewed during 2015 and standardising the
plans and procedures are in process in order to provide better and practical security tools for Regional Representatives, Country Managers and field personnel. In addition to the Helsinki-based Security Manager FCA recruited a Regional Security Manager Africa and Regional Security/Logistics Manager Central African Republic to assist personnel in all security related issues and training FCA personnel on the field. Regional Security Manager Africa is positioned in Nairobi and operates in FCA programme countries. Regional Security/Logistics Manager Central African Republic is positioned in Bangui. FCA continued providing travel security training for Head Office personnel and emergency first-aid training for travellers. In case of emergency, ICE, 24/7, response centre continues assisting FCA personnel mission wide. In addition ICE assist FCA Crisis Management Team in significant security incidents if/when required. Personnel is the organisation’s most valuable asset, therefore FCA continues developing and improving security guidelines and practices.

3.5. Administration

3.5.1. Finance and IT

FCA HO finance unit has divided responsibilities and tasks on a geographic basis between three Financial Controllers. It has turned out to be an effective and efficient way to support and monitor the financial management in the programme countries. Even though the internet connection in all offices enables daily communication the aim has been to meet all new or existing finance staff members at least once a year either in the programme countries or at HO. The face-to-face meetings are essential especially when working in a multicultural context. In 2015, the staff responsible for the field finances met in Nairobi for a combined training and budget planning week which will also in the future be held annually in September.

FCA global financial management team has been a good mix of local and international staff with the emphasis to use them effectively for improving FCA personnel mission wide. In addition, ICE assist FCA’s IT infra went through some development also when working in a multicultural context. In 2015, the staff responsible for the field finances met in Nairobi for a combined training and budget planning week which will also in the future be held annually in September.

FCA global financial management team has been a good mix of local and international staff with the emphasis to use them effectively for improving FCA personnel mission wide. In addition, ICE assist FCA’s IT infra went through some development also when working in a multicultural context. In 2015, the staff responsible for the field finances met in Nairobi for a combined training and budget planning week which will also in the future be held annually in September.

FCA’s IT infra went through some development also in 2015. New software for recording and monitoring staff working hours was implemented as a cloud service. In the end of the year also software for circulating purchase invoices electronically was tested and in January 2016 implemented. New intranet and document handling system was defined and will be installed in 2016. Several visits to the Field Offices were made by FCA HO’s IT personnel. These visits included computer checks, installations and updates as well as IT training and negotiations with local Internet providers and IT-support.

3.5.2. Human Resources

At the end of 2015, Finn Church Aid (FCA) had a total of 281 employees, of whom 98 worked in the Helsinki office, 42 expatriates served in the programme offices and 150 had been hired locally. Total number of full-time equivalent (FTE) stood at 269. Number of locally hired staff increased as planned, and the ratio of locally hired employees in the programme offices was 76%.

FCA went through a process of co-operation negotiations to reduce work force during the autumn of 2015. The reason behind the process was the reduction of MFA funding to development co-operation effective as of 1 January 2016. The co-operation negotiations resulted in decreasing work force in Helsinki office by c. 10 FTE and in the field offices by 9 FTEs. The decrease was carried out by retirements, ending of employments, unpaid leaves of absences and changing full-time employment to part-time ones. The biggest individual measure was the closing of the field office in Goma, DRC. The reductions will be effective in 2016.

The modes of working have become more versatile. Remote work has increased in popularity as well in Helsinki as globally with the help of developing communication solutions. FCA put into operation Adobe Connect for online meetings and for sharing and storing of materials connected to the meetings. Also e-learning platform was under way and is expected to be in full use in 2016. Both new tools help interaction and participation regardless of physical location. FCA supports the staff to adopt new tools and to use them effectively.

### Staff situation in FCA Programme Offices at the end of 2015 (FTE):

<table>
<thead>
<tr>
<th>Country</th>
<th>International Staff</th>
<th>Local Programme Staff</th>
<th>Local Administration Staff</th>
<th>Local Support Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia</td>
<td>1,16</td>
<td>3,00</td>
<td>2,00</td>
<td>1,59</td>
</tr>
<tr>
<td>Central African Republic</td>
<td>4,41</td>
<td>9,63</td>
<td>2,07</td>
<td>5,29</td>
</tr>
<tr>
<td>Democratic Republic of Congo</td>
<td>3,90</td>
<td>2,00</td>
<td>1,00</td>
<td>2,00</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>0,38</td>
<td>0,00</td>
<td>0,00</td>
<td>0,00</td>
</tr>
<tr>
<td>Haiti</td>
<td>3,17</td>
<td>10,39</td>
<td>4,00</td>
<td>5,26</td>
</tr>
<tr>
<td>Jordan</td>
<td>1,93</td>
<td>11,40</td>
<td>1,92</td>
<td>2,03</td>
</tr>
<tr>
<td>Kenya</td>
<td>4,41</td>
<td>7,97</td>
<td>5,33</td>
<td>0,00</td>
</tr>
<tr>
<td>Liberia</td>
<td>3,00</td>
<td>2,52</td>
<td>3,00</td>
<td>3,00</td>
</tr>
<tr>
<td>Myanmar</td>
<td>0,92</td>
<td>0,37</td>
<td>0,63</td>
<td>0,00</td>
</tr>
<tr>
<td>Nepal</td>
<td>1,40</td>
<td>6,90</td>
<td>0,38</td>
<td>0,61</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>0,00</td>
<td>2,32</td>
<td>1,00</td>
<td>0,00</td>
</tr>
<tr>
<td>Somalia</td>
<td>4,18</td>
<td>2,30</td>
<td>1,67</td>
<td>7,17</td>
</tr>
<tr>
<td>South Sudan</td>
<td>5,85</td>
<td>2,25</td>
<td>1,55</td>
<td>2,67</td>
</tr>
<tr>
<td>Uganda</td>
<td>0,59</td>
<td>4,69</td>
<td>4,09</td>
<td>1,00</td>
</tr>
<tr>
<td>USA</td>
<td>1,00</td>
<td>0,00</td>
<td>0,37</td>
<td>0,53</td>
</tr>
<tr>
<td>Total</td>
<td>36,90</td>
<td>65,44</td>
<td>31,01</td>
<td>31,07</td>
</tr>
</tbody>
</table>

Helsinki 10th June 2016.

Finn Church Aid Foundation

Jouni Hemberg
Executive Director

Finn Church Aid Foundation

Tomi Järvinen
Director of International Co-operation
## 4. List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
</tr>
<tr>
<td>IDB</td>
<td>Inter-American Development Bank</td>
</tr>
<tr>
<td>GPAA</td>
<td>The Greater Pibor Administrative Area</td>
</tr>
<tr>
<td>GG</td>
<td>Global Grants (Unit, Finn Church Aid)</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender Based Violence</td>
</tr>
<tr>
<td>FJDF</td>
<td>Femmes Juristes de Butembo (Democratic Republic of Congo)</td>
</tr>
<tr>
<td>FFS</td>
<td>Farmer Field Schools</td>
</tr>
<tr>
<td>FEPH</td>
<td>Fédération des Écoles Protestantès d’Haïti (Haiti)</td>
</tr>
<tr>
<td>FCAA</td>
<td>FCA Americas</td>
</tr>
<tr>
<td>FBO</td>
<td>Faith based organisation</td>
</tr>
<tr>
<td>EVD</td>
<td>Ebola Virus Disease</td>
</tr>
<tr>
<td>EiE</td>
<td>Education in Emergencies (Humanitarian Assistance)</td>
</tr>
<tr>
<td>ECHO</td>
<td>European Commission Humanitarian Aid Department</td>
</tr>
<tr>
<td>ECHOES</td>
<td>European Commission Humanitarian Aid Department</td>
</tr>
<tr>
<td>ERP</td>
<td>Explosive Remnants of War</td>
</tr>
<tr>
<td>ESARO</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>ESARO</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>EAP</td>
<td>Ecole d’Appui et de Protection (Democratic Republic of Congo)</td>
</tr>
<tr>
<td>EEC</td>
<td>Early childhood development</td>
</tr>
<tr>
<td>ECRI</td>
<td>European Committee for the Prevention of Torture and Inhuman and Degrading Treatment or Punishment</td>
</tr>
<tr>
<td>ECRI</td>
<td>European Commission for the Prevention of Torture and Inhuman and Degrading Treatment or Punishment</td>
</tr>
<tr>
<td>EDHRC</td>
<td>Ethiopian Human Rights Commission</td>
</tr>
<tr>
<td>EFSW</td>
<td>Education for Sustainable World Development</td>
</tr>
<tr>
<td>EFA</td>
<td>Education First Action (USA)</td>
</tr>
<tr>
<td>ECR</td>
<td>European Court of Human Rights</td>
</tr>
<tr>
<td>ECDP</td>
<td>European Development Plan (Finn Church Aid)</td>
</tr>
<tr>
<td>ECD</td>
<td>European Community Development (Democratic Republic of Congo)</td>
</tr>
<tr>
<td>ECDP</td>
<td>Democratic Republic of Congo</td>
</tr>
<tr>
<td>ECDP</td>
<td>Democratic Republic of Congo</td>
</tr>
<tr>
<td>ECIP</td>
<td>Economic and Social Development Center (IOPT)</td>
</tr>
<tr>
<td>ESARO</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>ESARO</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>EES</td>
<td>Education in Emergencies (Humanitarian Assistance)</td>
</tr>
<tr>
<td>ESC</td>
<td>Economic and Social Commission for Africa</td>
</tr>
<tr>
<td>ESP</td>
<td>Emergency Preparedness</td>
</tr>
<tr>
<td>ESN</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>ESA</td>
<td>European Commission Humanitarian Aid Department</td>
</tr>
<tr>
<td>EUR</td>
<td>European Commission Humanitarian Aid Department</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EVO</td>
<td>Ebola Virus Disease</td>
</tr>
<tr>
<td>FEW</td>
<td>Forum for African Women Educators (Libera and Sierra Leone)</td>
</tr>
<tr>
<td>FH</td>
<td>Faith based organisation</td>
</tr>
<tr>
<td>FCA</td>
<td>Finn Church Aid</td>
</tr>
<tr>
<td>FCA</td>
<td>Finn Church Aid</td>
</tr>
<tr>
<td>FTPS</td>
<td>Fédération des Écoles Protégees de la Terre (Haiti)</td>
</tr>
<tr>
<td>FELS</td>
<td>Family Economics and Living Study (FELS) and FELD</td>
</tr>
</tbody>
</table>
ACTION
FOR HUMAN
DIGNITY.

Finn Church Aid
Eteläranta 8
FI-00130 Helsinki, Finland
Tel. +358 20 787 1200
fca@kua.fi
finnchurchaid.fi

Produced with the support of the Ministry of Foreign Affairs of Finland.