FINN CHURCH AID'S PARTNERSHIP AGREEMENT

Annual Report 2013
Introduction

Year 2013 was the first year of Finn Church Aid (FCA) strategy period 2013–2016 and also the first of two-year MFA funding agreement. New strategy continues to develop more holistic Country Programme based operations including all forms of activity: development cooperation, humanitarian aid and advocacy covered by different funding sources. FCA’s thematic specialisation continues to be based on three strategic themes, but significant changes were made on them. The new three themes are Right to Education (R2E), Right to Livelihood (R2L) and Right to Peace (R2P). The focuses of the new themes are more sharpened and limited compared to previous ones which give us possibility to concentrate our resources better and thus be more effective and efficient.

Focusing operations in fewer, often fragile, countries, and focusing on more narrow sectors, is a challenging strategy but enables us to bring added value to the operations. As an example, the crisis in Central African Republic and South Sudan escalated at the end of the year and we were able to respond very quickly. Typhoon Haiyan hit the Philippines in November and FCA responded to the emergency by building schools. Year 2013 was also a very successful year for the global grants, especially in Somalia where FCA received large funding from European Commission and DFID.

In 2013 FCA directed funding into 30 countries 24 being exceptional cases specifically in humanitarian contexts, such as in Jordan with Syrian refugees and Liberia with Ivorian refugees, but also few cases in development work as part of peace initiatives in Somalia. FCA also put a lot of effort into capacity building of our local partners. The role of the FCA Field Offices has become extremely important regarding practical capacity development planning, execution and working with local partners.

FCA continues to be the largest organisation in development cooperation and the second largest in humanitarian work in Finland. FCA is the only Finnish full-member of ACT (Action by Churches Together) Alliance. Coordination of actions both globally and in 140 countries of operation strengthens the effectiveness of the work done by member organisations. FCA has actively participated in further developing of ACT joint collaboration and coordination on global and local levels in the programme countries.

This annual report represents FCA’s work holistically, but special emphasis is given on the MFA partnership programme. The report outlines programme overview (section 1), programme management and development (section 2), annual programme reports including Country Programmes and Communications and Campaigning activities included in the MFA framework (section 3), Summary of the Partnership Programme Incurred Costs (section 4), List of Annexes (section 5) and List of Acronyms used in the report (section 6).
1. Programme Overview

1.1 Finn Church Aid’s strategy and priorities

Finn Church Aid (FCA) is a broadly registered foundation that carries out development cooperation, 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. 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 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 Right to Peace, Livelihood and Education Global Cluster/UNICEF. New international funding opportunities have been searched for the programme work. We provide support to local peace processes by offering capacity building to religious and traditional leaders, and aim to strengthen the participation of women in peace processes and decision-making mechanism.

Finn Church Aid (FCA) is a faith-based organisation. The Christian tradition has defined itself as follows:

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’s network in issues related to livelihood and education. These thematic areas are not separate channels of activity but form one programme with different entry points. We enhance our programmes through global advocacy.

1.2 Strategic themes

Right to Livelihood (R2L)

Finn Church Aid has a wealth of experience in livelihoods related work. In the new strategy 2013-2016, the focus of Right to Livelihood theme was sharpened to encompass access to and control over productive resources including land and water, issues related to markets as places where goods and services are traded, and recognition of the fact that participation in markets requires education, skills and capital often in the form of credit.

The way FCA works with communities fosters participation, inclusion and socio-economic empowerment of the vulnerable groups in each context. FCA also promotes local and national duty bearers’ commitment and capacity to address the structural problems affecting the livelihoods of the poor.

FCA develops the capacities and opportunities for viable, profitable enterprise and decent employment of poor women, youth and the landless. We also adopt a business approach to small holder agriculture, enabling farmers to produce and deliver surplus to the market once their food and subsistence needs have been met.

Skills upgrading, both for production and for business, is an integral part of all R2L programmes. Linking enterprise and employment with the Right to Education theme, we strive to ensure that vocational training graduates have a smooth transition from school to work and to active citizenship. Secure and sustainable livelihoods are also a stabilising factor in society and for example prevent youth radicalisation thus promoting the Right to Peace.

In emergencies, the preservation, recovery and development of the resources necessary for the future livelihoods of disaster affected people are a priority and supplement life-saving activities. In fragile contexts, FCA also works to strengthen the resilience of communities and their livelihoods to natural and man-made disasters and the negative effects of climate change.

2013 being the first effective year of the new strategy, a succession of workshops were organised both in Helsinki and in the regional offices to provide strategic guidance to FCA and Partner staff in R2L programme planning and implementation. New approaches to collaborating with for example the corporate sector were explored and new partnerships were sought with international and national actors engaged in enterprise development. The year also saw the launching of a Working Group that brings together the expertise of Women’s Bank and FCA professionals for development of women’s enterprise.

Right to Education (R2E)

Right to Education is a new thematic focus area in FCA. In the thematic work the main objectives are 1) strengthened quality of education, 2) increased employment possibilities through skills training and vocational training, 3) safe and secure learning environments as well as 4) community ownership in education. FCA’s Right to Education work and the strategic choices apply to development cooperation, humanitarian assistance in emergencies (RDRC) and to advocacy work, even though projects related to provision of temporary and other learning spaces are mainly implemented through education in emergencies related work (RDRC). These all form together the idea of one programme approach. The work of FCA through its Country Programmes reflects these principles of cross-cutting issues that are integrated in the programme work.

Right to Peace (R2P)

The Right to Peace is inherent in the Charter of the United Nations and is recognised by numerous resolutions of the UN General Assembly, Commission on Human Rights, and the Human Rights Council.

Right to Peace in FCA work can be divided into three areas: 1) Conflict Prevention; 2) Conflict Resolution and 3) Reconciliation. Conflict Prevention work supports duty bearers (e.g. local government) and right holders (e.g. local communities) in setting up mechanisms to tackle grievances that could lead to different forms of violence and conflicts. Conflict prevention is the prevention of new or re-emerging conflicts. Furthermore, they include development of conflict prevention methodologies and capacity building including trainings, projects supporting the prevention of radicalisations (religious as well as ethnic/tribal hatreds) of youths as well as peace education for teachers, children and youth carried out in schools or included into other activities. The latter thus has inter-link with the R2E theme.

FCA’s conflict resolution work aims to empower local communities, duty-bearers and right holders by utilizing local knowledge and conflict resolution mechanisms, e.g. mediation. We aim to identify inclusive and sustainable solutions and complement the work by international expertise when necessary. We provide support to local peace processes by offering capacity building to religious and traditional leaders, and aim to strengthen the participation of women in peace processes and decision-making mechanism.

Reconciliation for Finn Church Aid means trust-building projects that aim at healing the wounds and effects in order the conflict to re-emerge, projects that support dialogue between former enemies and trust-building, projects and activities that address the root causes of the conflict as well as progress which includes development of reconciliation methodologies and training materials applicable to different stakeholders.

Several new R2P related projects were started during 2013 specifically with international funding sources.

1.3 Cross-cutting principles

According to the strategy (2013-2016) FCA continues to base its work on rights-based approach. Along with RBA work FCA recognises several thematic cross-cutting throughout its programme focus. These are risk management, risk reduction, conflict sensitivity, gender sensitivity, climate change and environmental considerations.

Rights-based approach

We aim to enhance and partners’ capacity to tackle the structural causes of poverty, inequality and instability and to create opportunities for positive change in the societies. The rights-based approach (RBA) empowers people as subjects and right holders, but as part of society and its structures. FCA’s focus is to stress the importance of mutual responsibility, openness and accountability.

As FCA is a rights-based actor, RBA forms a fundamental ground to all our work. Our action is guided by interna-
tional human right standards and principles. The PANEL principles of RBA, namely participation, accountability, non-discrimination and equality, empowerment and link to human right standards form the basis to our work.

In 2013, FCA continued to integrate conflict sensitivity approach as a new strategic theme for FCA. In 2013, there was only a couple of Country Programmes which contained education and livelihood. Right to Education is a new thematic specialisation area. Right to Education is limited and where FCA’s activities and partnerships are placed in section 3.

Gender
In 2013, FCA continued to implement a strong twinned 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.

In gender specific projects, FCA focuses on promoting the economic empowerment 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. This continued to form a strong part of FCA’s work, for example by continued funding through Women’s Bank.

The implementation of gender equality as a cross-cutting principle was further strengthened in 2013 by the introduction of FCA new strategy and the recently published policy guideline (Gender Equality – Principles for FCA Programme Work). The guideline and materials from ACT Alliance recently finalised Training package “Gender-Inclusive Right-Based Development” was presented in a news flash session at HQ in spring. The materials have been utilised regularly when providing support to Regional and Country Offices’ programme planning processes and when fundraising international grants.

FCA continued mainstreaming gender in advocacy work in Finland by participating actively in on-going discussions on gender equality, development policy, and in particular, in the work of the Friday group (a sub-group of the Population and Development group by the Parliament of Finland). In early 2013, the Friday group launched a series of discussions on the implementation of the cross-cutting objectives in the Finnish development policy targeted to MFA head of offices and key politicians. FCA took actively part in designing and implementation of the dialogue series.

In addition, FCA strengthened the role of gender equality in the Right to Peace thematic work by providing support to FCA’s local partner’s RAFEIB in DRC to participate in the NGO consultation on the DRC CEDAW review in June 2013 with follow-up plans on the implementation of the National Action Plan of the 1325 (UN Women, Peace and Security Resolution). Advocacy work was supported under the R2P thematic work and in Finnish networks, as FCA’s Senior RBA and Gender Adviser was selected as a member of the Steering Group of the 1325-network in Finland.

As FCA’s activities are implemented mainly through partners and as part of an international Alliance, FCA finds it crucial to support gender mainstreaming also in these networks. In 2013, FCA participated actively in ACT Alliance’s Gender Equality and Justice Community of Practice regularly held teleconferences and by participating and annual meeting of the APRODEV Gender Reference Group, which met in the spring 2013 in London.

Climate change and disaster risk reduction (DRR)
In 2013 FCA continued to promote the environmentally and climate-friendly approach as cross-cutting theme and continued 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. Capacity building, e.g. utilization of Finn Church Aid Climate Mainstreaming Tool was encouraged in partner and network collaboration, especially when working in climate change vulnerable contexts. FCA sees Disaster Risk Reduction (DRR) as an important approach for environmental and climate sensitive planning and work against climate change.

Climate change and disaster risk reduction (DRR)
FCA continued to integrate conflict sensitivity approach as cross-cutting theme in all its operations and by specially targeted efforts when operating in conflict prone areas. This meant:

1. emphasising the importance of understanding the context in where FCA operates,
2. understanding the interaction between the FCA’s work and,
3. acting upon understanding this interaction in order to avoid negative impacts and maximise positive impacts.

In general, FCA continued to provide capacity building of local actors and offering support to build dialogical opportunities between parties, in addition to targeted peace and reconciliation processes and conflict prevention work.

1.4 Modalities of Work

1.4.1 Development cooperation

In 2013 FCA’s development cooperation programme was implemented in 24 countries and 16 of them were in MFA partnership framework. Detailed Annual Programme Reports are placed in section 3.

FCA operates in regions where the number of relief organisations is limited and where FCA’s activities and expertise bring added value. The majority of FCA’s operating countries are fragile countries, whose governments are unable to adequately secure the safety and well-being of their citizens. Through development work and together with local communities, FCA aims at supporting the process of empowerment of the poorest and most vulnerable women and men in their struggle to improve their living conditions and claiming their rights and holding the duty bearers accountable. This work is aimed to make life more secure, to support human dignity and self-respect, and to create a fairer society where everyone has access to a safe livelihood.

The year 2013 was the first year of the new FCA strategy 2013-2016 with new thematic specialisation areas. Right to Livelihood theme was the strongest one in 2013: 74% of partnership agreement’s projects’ costs were falling under this theme. Most of the Country Programmes contributed to the objective of strengthening the local communities’ assets and capability to develop their livelihoods in sustainable ways, women and youth especially in focus. In most cases, people were supported in diversifying agriculture and livelihood options and trained in order to gain surplus for markets. Community Based Organisations (CBOs), Agricultural Cooperatives (ACs), Village Saving and Loan Associations (VilAs) or Village Banks (VBs) are proved to be effective way to empower communities to develop their livelihoods and are integral part of FCA Programmes. Disaster Risk Reduction (DRR) activities were included at least in 7 of reported 16 Country Programmes’ projects in 2013.

Unlike the livelihood theme, Right to Education is a new strategic theme for FCA. In 2013, there was only a couple of Country Programmes which contained education.
as an independent theme for development work, because FCA has a strong focus for Education in Emergencies (EiE) in humanitarian aid. Partnership agreement funds were directed to vocational training for youth in DRK, teachers’ education and integration of human rights training into the school curriculum through teachers training in Haiti making altogether 5 % of the frame funds. However on top of that, Integrated rural development projects implemented for example in Cambodia, Nepal, Mozambique and Uganda contained also education components even though the main focus were in livelihood theme.

FCA has gained positive results through its peace work specifically in Somalia. This continued also in 2013. The theme is relatively new for many Country Programmes and further assessment and planning is needed to integrate it in its working methods. As the 2013 was the first year of the new strategy, peace theme was applied in Country Programmes as a continuum for themes of previous strategy: “stable societies” and “rights and participation”. Besides conflict resolution work in Somalia, the peace theme was also integrated in South Sudan, OPT, Cambodia, Nepal and Haiti Country Programmes. The target groups and project objectives were divergent, from peace education in OPT and Haiti, to advocating for rights of marginalised groups in Nepal and Cambodia. Right to Peace constituted 21 % of projects’ related costs of partnership agreement frames.

1.4.2 Humanitarian assistance

FCA used a total of 7.89 MEUR for humanitarian assistance, reprogramming and disaster relief in 2013, making its share of FCAs international work approximately 30 %. The allocations by the Ministry of Foreign Affairs for FCAs humanitarian aid in 2013 were 4.8 MEUR. There was a small increase in the funding, due to the worsening refugee situation in Syria and neighbouring countries and natural disaster in the Philippines. Humanitarian Mine Action continued in Angola and Cambodia, the total funding from UN Mine Action in 2013 being 0.8 MEUR.

In 2011, funds granted by the MFA for humanitarian assistance were mainly targeted to FCA’s programme countries in DRK and Afghanistan. The funding continued to be fragile, due to conflicts or post-conflict situations in the country or region. These were Central African Republic (CAR), Democratic Republic of Congo (DRK), Myanmar, South Sudan, Somalia, Occupied Palestinian Territories, Uganda, Liberia and Jordan.

In November 2013 typhoon Haiyan, locally known as Yolanda, made landfall in the Eastern Samar Province in the Philippines, causing widespread destruction in the region and resulting in the large scale displacement of population both internally and internationally. FCA used the MFA funds to support the typhoon response and rapid humanitarian assistance in the Philippines. FCA used ECHO funding of 0.4 MEUR for the humanitarian work in DRK. Short-time humanitarian personnel from FCA’s Roster were assigned to Jordan and the Philippines for programme planning and monitoring.

FCA used a total of 0.9 MEUR of private funds for humanitarian assistance in 2013. Most of these funds were targeted to Mozambique, Uganda, Myanmar, Cambodia and the Philippines. FCA used ECHO funding of 0.4 MEUR for the humanitarian work in DRK. Short-time humanitarian personnel from FCA’s Roster were assigned to Jordan and the Philippines for programme planning and monitoring. This continued also in 2013. This was also strengthened by recruiting humanitarian coordinators to the Country and Regional Offices. Disaster preparedness and risk reduction (DRR) planning continued throughout the organisation. The goal is to have a Disaster Preparedness plan in all FCA’s Offices which will be revis ed regularly.

In 2013, FCA has continued the cooperation with UNICEF. The purpose is to support UNICEF in its role as Co- Lead of the global Education Cluster (gEC). According to the agreement, FCA seconded by own funds one stand-by personnel who was a member of the Global Cluster Rapid Response Team. His task was to support the capacity development efforts of the Education Cluster at global level and he was also available for rapid deployments by UNICEF to humanitarian operations in fragile states. Most of the time was used to build FCAs own capacity in relation to Education Cluster. A stand-by staff member, based in Helsinki, had assignments in Pakistan and Central African Republic in 2013.

FCA Humanitarian Roster

FCA has established a Roster of professionals who are available for missions in crisis and post-crisis areas even at very short notice. Over the years, a few Roster members have also been recruited to long-term or permanent inter- national assignments.

In its present form, the Roster was established in 2008, and comprises now of 150 members representing a wide variety of expertise, from humanitarian aid professionals to e.g. teachers and construction engineers. New members are normally accepted once a year, after their successfully completing a four-day Basic Training Course.

In 2013, the criteria for selecting Roster members were upgraded to better correspond with requirements in the current strategic and thematic choices. In 2013, 26 new members joined the Roster, after passing the Basic Training Course. Roster members were also offered specific training in a variety of languages and working spaces in four Ministries in Eastern Samar.

FCA continued working in the Central African Republic (CAR), where a Programme Office for the response was established. Against a backdrop of persistent political instability, low socio-economic standards and weak governance, the country has experienced increasing levels of violence since December 2012. On 5th of December 2013, violence escalated even further when Anti-balaka militia attacked and killed Muslims in villages and towns throughout the country. FCA responded to the acute needs and adapt to the recent trends, FCAs focus is in the re-establishment of schools in the country. We have also included Cash for work and sanitation components in the programmes prepared and responding capacity.

Advocacy

Advocacy work is essential from the rights-based approach to development. While working together with the rights- holders and building their capacity, it is needed to work together (with partners) to hold the duty-bearers accountable for their responsibility to ensure human rights and to address the structural obstacles for the realisation of human rights. Building capacity of both rights-holders as well as duty-bearers is needed.

Duty-bearers can exist on different levels. Therefore, FCAs advocacy work is carried out by different levels: local/national, international level as well as domestic (Finn- ish) level. The local/national level advocacy is done by supporting our local partners in our programme countries. On the international level (e.g. UN and EU level) FCA can be operational either on its own, together with our partners or as part of our networks. The staff of FCAs Field Offices has an essential role in contributing to the local and international advocacy work and networking activities. During 2013 FCA made international advocacy plans both for Right to Livelihood as well as Right to Peace. Due to lack of human resources FCAs work with Right to Livelihood was on hold and more progress would happen during the year 2014.

With respect to the global networks, FCA was strongly involved on the advocacy on peace-related issues. FCA supported Costa Rica led process where UNHRC was trying to find consensus on the issues related to “right to peace”. FCA participated in the hearing on this matter in Geneva in Autumn 2013.

FCA has been supporting Somali religious and traditional elders in their efforts to work for stable Somalia. FCA’s work in Somalia was not only national/local, but reaches also to the international level through, for example, facilitating dialogue and solutions from the field to the UNSC level. FCA supported Somali civil society in their efforts with Somali National Authority externally as well as nationally. FCA became a member in the working group dealing with issues related to more inclusive poli- tics in Somalia.

In 2013, FCA participated continued to work in close collaboration with Somali Diaspora in Finland. This cooperation enabled FCA to network and channel its advocacy work in Finland and also to seek synergies and cooperation with the international Somali diaspora network.

In addition to thematic advocacy, FCA Humanitarian Aid planned and initiated advocacy work in the field of fragile states and fragile issues. FCA was presented in UN General Assembly’s opening work.

FCA has also been active at the EU level advocacy work, both independently, through APRODEV as well as through FCAs partner organisations. FCA strengthened Haitian food security advocacy work via-à-via EU by join-

1.5 Partners and Networks

Finn Church Aid (FCA) works together with a number of international, local and domestic partners and networks. As a church-based organisation FCA has developed special expertise in working with faith-based organisations. FCA emphasises ecumenical and inter-faith cooperation and adherence to humanitarian principles and human rights. However FCA works also with secular, often grass-root orga- nisations.
context. FCA participates actively in the cooperation and development of ACT forums in the areas where we have field presence. More information in FCA’s participation in ACT related activities on local level can be found in the Country Programme Reporting section of this report. At the global level FCA has been supporting development of ACT Alliance. In the year 2013 FCA also participated in ACT Alliance Humanitarian and Advocacy Advisory Boards.

In 2013 ACT Alliance had more than 130 member organisations and activities in 140 countries. ACT Alliance is supported by 25,000 staff and mobilises about $1.5 billion for its work each year.

**Lutheran World Federation (LWF)** is FCA’s oldest and by volume the largest partner in implementing development and humanitarian aid programmes. In 2013 FCA cooperated with 13 LWF country programmes managed by LWF Department for World Service. Additionally, FCA continued to support two former country programmes which have been localised to being separate, national organisations with close connections to World Service. FCA’s involvement with World Service is demonstrated later in this report under country programmes. In 2013 FCA also supported LWF Department for Mission and Development Capacity Building programmes. Through these programmes in the field of e.g. disaster preparedness, gender equality and good governance it was possible for Finn Church Aid to support wider scale of small churches. Supporting churches in rural areas is a good 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. A small amount of support was also directed for the work of the Department for Theology and Public Witness, which is responsible for UN advocacy and for interreligious dialogue. This department is mandated to advocate towards UN Geneva functions on behalf of the Lutheran Churches worldwide. Therefore, linking FCA advocacy in country level more closely e.g. with UPR processes in collaboration with LWF Department for Theology and Public Witness is being sought.

**World Council of Churches (WCC)** is with its 345 members representation the largest global fellowship of Christian churches. In the field of international diaconia and advocacy work WCC works to engage in Christian service by serving human need, breaking down barriers between people, seeking justice and peace and upholding the integrity of creation. WCC is a longstanding actor in the field of human rights with and towards the UN. In 2013 FCA supported WCC work in the field of human rights, peace and climate change. During the year 2013 FCA held its 10th General Assembly where right to peace was the most relevant. Finn Church Aid supported the thematic programme of the assembly by organising one major thematic plenary together with World Council of Churches. The key speaker of the plenary was Nobel Laureate Leymah Gbowee together with Somali civil society activist and co-chair of the Somali technical Selection Committee, Ms. Halima Ibrahim Ishmael spoke for the role of women in peace building. FCA was playing a crucial role in coordinating WCC in the direction of peace work in their future programme planning. FCA is continuing to collaborate with WCC in this respective area.

**Global Education Cluster** established in 2007 by the IASC as part of the cluster approach, the Education Cluster works to uphold education as a basic human right and core component of humanitarian response. The Education Cluster is co-led at global level by UNICEF and Save the Children. FCA is one of the 28 members of the global Education Cluster (gEC) and participates also in the local country level clusters where present and when relevant. Education in Emergencies is the thematic specialisation area of FCA’s humanitarian response. As member of the gEC Working Group, gEC Field Operations’ Task Team and the gEC Infrastructure and Supplies group FCA took part in implementing of the gEC three year Strategic Plan. FCA participates also in a thematic Working Group of Youth/Adolescent and also took the lead in preparing environment friendly, child friendly, emergency proofed and cost effective building standards for school reconstruction in emergency situations. FCA has established the Education Cluster Rapid Response Team (RRT) together with Norwegian Refugee Council, Save the Children and UNICEF. The RRT is a group of education in emergencies and information management experts who are rapidly deployable to support education coordination in humanitarian situations. FCA employed a full-time standby Cluster Coordinator and deployed him through standby arrangements with UNICEF. The coordinator has been deployed to Mauritania (Sahel food crisis), to Pakistan and recently to Central African Republic.

**During 2013 FCA took steps forward to strengthen the cooperation with various UN organisations**

**Mediation Support Unit of Department for Political Affairs (MSU)** The year 2013 was a milestone for FCA collaboration with UN in the field of peacebuilding and the role of religious and traditional leaders in it. FCA prepared the first meeting of network of religious leaders which took place in January 2013 in Helsinki. Mediation Support Unit (part of UN Department of Political Affairs) has been initiating together with FCA, Organisation of Islamic Cooperation as well as Religions for Peace the Network which first meeting was held in Helsinki. MSU gave FCA the task to organise the meeting and it was funded by Finnish MFA. In the meeting FCA was appointed to become the interim secretariat of the network with the aim to begin network activities, help raising funds for the network and its projects as well as develop a programme which could be owned by wider community of organisations and actors. Mediation Support Unit of UN – as a member of the core group of the network – is guiding the work of the network, which is implemented mainly by the secretariat, Finn Church Aid.

**Regional Level** Finn Church Aid is a member of several networks related to FCA’s advocacy themes. On a global level FCA is a member of the Ecumenical Advocacy Alliance. FCA is working also with International Dalit Solidarity Network (JDSN) and Global Alliance Against Traffic in Women (GAATW) but their work has been evaluated in the light of FCA new strategy.

FCA also works through regional networks. Among these, APRODEV has specific strategic relevance. APRODEV is a platform for cooperation for European church-based development organisations related to World Council of Churches. The main objective of APRODEV is to influence decision-making processes in the European Union institutions as these affect developing countries, in order to promote justice and peace, and the eradication of poverty. FCA is represented in APRODEV working groups on Rights and Participation, EC and International Funding for Development and Relief as well as in Gender Reference Group. In addition FCA is represented in APRODEV’s Policy Advisory Group which supports APRODEV on the policy leadership level. FCA also works actively together with APRODEV regional groups for Central America and the Middle East. During the year 2013 FCA has been evaluating the work of APRODEV, which is becoming ACT
Western European platform, and its possibilities to influence in EU decision-making. APRODEV has been building its capacity over the years and is very well recognised actor in EU policy making level. It is also building capacity of its partners in the field of EU fundraising efforts. While working with and through APRODEV, FCA began to build up its own capacity towards EU co-operation by hiring a consultant working in Brussels mainly in fundraising, but also in the field of specifically targeted advocacy efforts. FCA supported during the year 2013 Somali civil society in order for them to attend high-level New Deal processes and meetings which took place in Brussels in the EU framework.

Other European-level engagements include FCA’s membership in the Voluntary Organisations in Cooperation in Emergencies (VOICE) and the Confederation for Relief and Development Organisations in Europe (CONCORD). Both organisations work to advance relief and development organisations cooperation in advocating for development issues on European level.

FCA has a four-year framework partnership agreement (2014-2018) with the European Commission Directorate General for Humanitarian Aid and Civil Protection (DG ECHO) continuing the long-term partnership. The agreement is based on a financial risk assessment of FCA conducted by the Commission and repeated annually to assess the compliance with the conditions and criteria laid down in the Humanitarian Aid Regulation and Financial Regulation.

FCA works closely with the EU delegations and ECHO offices at country level in many programme countries. FCA has followed the Union funded development projects since 1995. In 2013 FCA started an ECHO project in DRC to improve food security in the territory of Lubero. Two grant agreements were signed at the end of the year to two FCA projects in the 2014 budget. The initial phases of the partnership assessment are conducted by the Field Offices and new partnerships are approved by FCA’s Board of Directors.

The selection of bilateral partners takes place through a thorough assessment process which includes information about the prospective partner’s administrative capacity and their ideological basis, compatibility with FCA’s strategic goals and willingness and commitment for cooperation.

The guiding principles for all FCA partnerships are:

- **Equality:** Commitment on respect all our partners and their sovereignty, not depending on origin, size, capacities or resources of each partner.
- **Transparency:** Commitment on equal dialogue, timely sharing of relevant information, open communication, and transparency between the partners and towards all stakeholders.
- **Participation:** Commitment to listen people we aim to assist, and to integrate their views in decisions throughout the project cycle. Rights holders - the women and men within local communities - are the key agents in finding solutions to development challenges in distress affected and fragile contexts.
- **Responsibility:** Commitment on upholding accountability in all our partnerships. Each member of a partnership has an obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant way. The partners, for planners and other stakeholders have the right to raise complaints when we fail keeping our commitments or meeting our standards, and receive a response through an effective, accessible and safe process.

FCA is in a process to start developing a Complaint and Response Mechanism in 2014.

- **Mutual learning:** Commitment on continual learning from experience to improve performance.
- **Complementarity:** The partnerships shall be built on comparative advantages and complementary contributions of each member of the partnership.

The findings of self-assessment against the HAP Standard clearly indicated the need for FCA to further develop and systematise the modalities and procedures of working with its FCA partnership policy will be revised, and guidelines for working with partners, as well as a partnership MoU, will be developed and launched.

**Capacity Building**

Capacity building (CB) efforts can take place on various operational levels: National/local partners as well as national/local duty bearers, International ecumenical networks, leading partners as well as FCA HQ and Regional or Country Offices. The role of the FCA Field Offices has become extremely important regarding practical capacity development planning and execution. All CB activities are based on analysis of offices’ own and our partners’ needs and build the long-term capacity development plans based on those.

In 2011, formal CB projects were conducted in 13 of the reported 16 Country or Regional Programmes with the MFA funds (section 3). In addition to these projects, CB was included in many other FCA projects as well, were the empowerment of local communities and capacity development were implemented as part of the operational processes. Also, FCA staff are continuously indirectly involved in building capacities of the partner organisations, for example in the areas of project planning, financial support, development of knowledge in terms of content and/or operation, promotion of networking and institutional relations in addition to links to international and global development dialogue.

In addition to CB on Programme Level, FCA has also supported LWDF/DWS’s global CB initiatives. LWDF/DWS Secretariat and its country programmes have been able to develop and implement significant improvements of their capacity in supporting affected people and communities in an efficient way due to this increased capacity also those programmes FCA is supporting. The projects in 2013 focused on building capacity in a wide range of fields (capacity building in accountability systems 2) Organisation of accountability workshops in Uganda with seven country programmes participating.

The FCA’s own staff training is introduced in the section 2.6.2.

**Domestic Cooperation**

FCA is one of the development organisations in the Ministry for Foreign Affairs of Finland (MFA) Partnership Agreement Scheme. MFA is FCA’s largest individual funding partner with significant strategic value.

FCA works actively together with other Finnish development actors. FCA is a member of the Service Center for Development Cooperation (Kepa ry) and the Finnish NGO Platform to the EU (Kekys ry). FCA participates in the work of the so-called “Porajamies-ryhma” (the Friday Group) of the Finnish All-Party Parliamentary Group on Population and Development, the Civil Society Conflict Prevention Network (KATU). The Finnish NGO Foundation for Human Rights (KIOS), FinnWatch, the Finnish Somalia Network (Suomen Somalia-verkosto), the Advisory Board on Human Rights of the MFA, and the association for Promoting Teachers in Finland. FCA has ongoing cooperation with several domestic church-related diaconal actors, such as the Helsinki Deaconess Institute and Yhteisvastuukeräys (YHVK) (KIOS) and Yleisradio (the Finnish Broadcasting Company) and the Finnish Culture and Society), Finnish language as well as the rights and responsibilities of the refugees in the Finnish Society. The aim is to support integration process when they will move to Finland. Practical arrangements related to the training are done in close cooperation with the local UNHCR in each country where the training is held. In the fall and winter of 2013 FCA conducted training sessions in Turkey, Rwanda and Malawi.

Finnish Immigration Service, who is responsible for the resettlement mission of Finnish quota refugees, is the contracting authority of the project. They were actively working in the project in developing the training in addition as giving their support with the training arrangements.

Finnish Immigration Service, who is responsible for the resettlement mission of Finnish quota refugees, is the contracting authority of the project. The projects in 2013 focused on building capacity in a wide range of fields (capacity building in accountability systems 2) Organisation of accountability workshops in Uganda with seven country programmes participating.

The FCA’s own staff training is introduced in the section 2.6.2.

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**Cultural Orientation Training for Quota Refugees**

In October 2013 FCA started a new initiative: Cultural orientation training for quota refugees selected to be resettled in Finland. Working with refugees in their countries of origin complements the work FCA is doing with refugees in the Programme Countries.

The three-day training provides 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 the refugees in the Finnish Society. The aim is to support integration process when they will move to Finland. Practical arrangements related to the training are done in close cooperation with the local UNHCR in each country where the training is held. In the fall and winter of 2013 FCA conducted training sessions in Turkey, Rwanda and Malawi.

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**1.6 Volunteering**

FCA has several volunteering possibilities in 2013: EAPII programme, EU Aid Volunteer –pilot, Teachers without Borders, Volunteer Communicators in FCA’s Regional Offices, Women’s Bank and Changemaker advocacy network for youth.

**EAPII**

The Ecumenical Accompaniment Programme in Palestine and Israel (EAPII) is an ecumenical initiative that seeks to support and local and international efforts to end the Israeli occupation and bring a resolution to the Israeli-Palestinian conflict, based on international law and relevant United Nations resolutions. The programme started in 2002 from the request of the local churches in Jerusalem.
The programme aims to contribute to a just and lasting peace in Israel and Palestine through the work of Ecumenical Accompaniers (EAs). The work of EAs can be divided into three sectors: monitoring of human rights situation, providing protective presence (including advocacy work) and offering support to local communities, NGOs and churches, who use non-violent means to promote peace in the area. Accompaniment method provides also much more than physical protection. Through the EAs’ presence, EAPPI also engages with the psychological and emotional well-being of those whom live under occupation. Living in the communities is an advantage that brings EAPPI closer to the real needs of the population. The image of EAs in their visits in the West Bank, helps people feel that they are not forgotten by the international community.

The programme is well received and appreciated in Christian and Muslim communities. Members of the Israeli peace movement – a small part of Israeli society - appreciate EAPPI’s presence at their non-violent demonstrations and vigils. EAPPI supports various Israeli organisations in their actions and events in the West Bank (olive tree planting, harvesting, house rebuilding). Many of these organisations feel internally isolated and need support from the international community help them pressure their government from both the inside and outside.

During 2013 with financial support received from the MFA, FCA sent 14 EAs to Occupied Palestinian Territories. Finland is one of the bigger contributors to the programme. In 2013 FCA deployed 5 volunteers to its partner organisations in Cambodia (Life with Dignity), Nepal (LWF) and Uganda (Church of Uganda and LWF).

During 6 months the volunteers were engaged in capacity building activities, for example training of local staff, drafting guidelines and doing needs assessments, on Disaster Risk Reduction/ resilience with the objective to strengthen the capacities of local partners. The local partners rated the overall volunteer deployment as positive and confirmed that their priority needs were fulfilled by the deployment.

A well working deployment setup was set up and was rated successful by both local partners and volunteers. In general, 83% of the deployed volunteers were satisfied with the programme, although all of them shared both positive and negative experiences.

Teachers without Borders

Teachers without Borders -network provides support for global education in Finland, an opportunity to use and develop teachers’ competencies by working abroad and support the capacity of local teachers in developing countries.

Teachers without Borders -network is aiming to:
1. develop the quality of education in the most fragile states by supporting pedagogical skills of the teachers.
2. support global education in Finnish schools by developing tools, models, methods and new materials suitable for everyday school life.
3. offer opportunities for educational professionals to expand their expertise by volunteering in developing countries for 3–12 months or by participating in The World Teacher Program.

Teachers without Borders -network is headed by a steering group since autumn 2012. Members of the steering group are The Union of Education (Chair), Finnish National Board of Education (Opetushallitus, Vice Chair), Ministry for Foreign Affairs (Vice Chair), Ministry of Education and Culture, Center for International Mobility (CIMO), Universities of Helsinki and Oulu, Service Center for Development Cooperation KEPA, Evangelical Lutheran Church and Finn Church Aid, which the steering group has named the network’s secretary and coordinator of its action. FCA recruited one full time coordinator and other FCA’s staff member was using 50 % of the working time for development of the network.

The year 2013 was successful in opening and making the network known in Finland. Over 250 teachers and educational professionals joined the network after the Educa trade fair in January 2013. By the end of the year, there were over 700 registered positions in the network. The opening seminar of the network held in 5th of October 2013 was attended with more than 100 teachers. In May 2013 Teachers without Borders Facebook page was also opened. At the end of the year it had 1,300 followers. A Twitter account was also opened. In the spring 2013 a Global Education Week attachment was added to the Opettaja -magazine, themed Teachers without Borders. The network also published a pamphlet with media outlets also covered the network in several stories.

The discussion meeting aimed for a liaison with members of the Finnish parliament was held in 15th of November 2013, in which the networks’ message was the actions of Teachers without Borders fill a clear void in development work sector and is well suited to carry out Finnish education export.

The first search for Teachers without Borders international volunteers was held in November 2013. The search focused on FCA’s programme countries Cambodia, Liberia/ Sierra Leone, South Sudan and Jordan. First six volunteer teachers for 3–12 months deployment were selected in early 2014.

FCA made a cooperation agreement with Edukans, a Dutch organisation, of which one content is cooperation with FCA/Teachers without Borders and Edukans’ World Teacher Program. In this agreement, 10 teachers are selected for volunteer work in Kenya to support the local education system and Kenyan teachers, together with Dutch teachers. The Kenya assignment for the volunteers will take place during the year 2014.

Volunteer Communicators

Since FCA has extended its programmes to six Regional Offices covering about 20 countries in Africa, Asia, Middle East and Latin America including the Caribbeans, the need for professional communicators in the areas FCA works has increased.

FCA decided to have a pilot programme and recruit four professional communicators on voluntary basis to work in four different Regional Offices starting before the end of the year 2013. Since September 2013 volunteers started gradually the assignments in East and Southern Africa Regional Office (ESARO), West Africa Regional Office (WARO), Latin America and the Caribbean Regional Office (LACRO) and the Middle East Regional Office (MERRO). Asia Regional Office (ARO) had a communication volunteer as a pre-pilot already in 2012–2013. Central African Regional Office (CARO) did not receive a volunteer so far the area is having serious conflicts and safety concerns.

Each of these volunteers was initially recruited for period of six months. All volunteers had similar functions as a volunteer communicator: to provide stories, blogs and photos for FCA publications and Finnish media, to create an annual communication plan for each Regional Office and its countries, to liaise with journalists, donors and other stakeholders and oversee and plan the programme visibility and to train the Regional Offices and FCA’s partner organisations’ staff members in communications. They all had also responsibility to gather information for fundraising purposes and to support visiting journalists or other visitors from Finland.

EU Aid Volunteers –pilot

FCA in a consortium of two other European partners ICCO (the Netherlands) and BRGEB (Czech Republic) received an EU-grant for the implementation of the EU Aid Volunteer programme. The programme runs under the European Community Humanitarian Office (ECHO) of the European Commission. During 2013 FCA deployed 5 volunteers to its partner organisations in Cambodia (Life with Dignity), Nepal (LWF) and Uganda (Church of Uganda and LWF).

During the 6 months the volunteers were engaged in capacity building activities, for example training of local staff, drafting guidelines and doing needs assessments, on Disaster Risk Reduction/ resilience with the objective to strengthen the capacities of local partners. The local partners rated the overall volunteer deployment as positive and confirmed that their priority needs were fulfilled by the deployment.

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2. Programme Management and Development

2.1 Organisation

Organisational Structure

FCA launched a new HQ structure in the first quarter of 2013 to better implement the new strategy with thematic specialisation and support the work of Regional and Country Offices.

The main change was joining the two area units, Africa (African) and EAMeLAC (Asia, Europe, Middle East and Latin America/the Caribbean), as one Operational Support Unit (OPS), which works under Department of International Programme (IPRO). Head of unit, six desk officers for the Regional and Country Offices, as well as coordinators for MFA funding and Volunteering are now working in OPS. Humanitarian Assistance Unit (HUA) continued to be part of IPRO, supporting FCA’s humanitarian assistance programmes and humanitarian/emergency coordinators in the field.

The change in moving administrative responsibilities concerning project work to the Field Offices continued in 2013, making the role of FCA HQ increasingly towards overall strategic guidance and technical support.

Other main change in the HQ structure was developing the former Organisation Development Department towards “Department of Programme and Organisational Development” (PODE) which now takes care of developing PME, cross-cutting issues, quality and accountability, overall development of the organisation as well as coordinating thematic support in strategic themes. During 2013 coordinator for Right to Peace theme moved other tasks within FCA. Hence former Advocacy unit now called “Cabinet and Secretariat for Network of Traditional and Religious Peacemakers” (CABI) focusing on working as a secretariat of the network adopted also coordination of Right to Peace thematic support. According to this change international advocacy work and global programmes administered by former Advocacy unit were transferred to IPRO. Domestic advocacy was transferred to Department of Communications and Campaigns.

Global Grants Unit (GG) increased in size and placed coordinators in selected Regional Offices.

Women’s Bank

Women’s Bank is a volunteer community and a fund for supporting women’s sustainable entrepreneurship and livelihood in developing countries. Women’s Bank was founded in May 2007 by the FCA and a group of influential women who had visited Liberia and were moved by the living conditions of women there.

Women’s Bank’s volunteer network was chosen as the Fundraiser of the Year 2012 by The Finnish Fundraising Association (VaLa ry). The award was given in recognition of the work done by thousands of Women’s Bank volunteers. Women’s Bank also received international recognition in 2012 Global Awards for Fundraising as Chairman of the Women’s Bank Steering Group, Ritva Ohmerolomaa, was nominated among the three finalists in the Outstanding Volunteer category.

At the end of the year 2013 Women’s Bank reached a new milestone of 6 million euros in donations, 1,373 shareholders and 3,444 monthly donors. Women’s Bank expanded to 55 localities across Finland with over 40 local groups. 5 new local groups started in 2013.

During 2013 Women’s Bank supported projects in 11 of FCA’s programme countries: Cambodia, Nepal, Angola, Guatemala, Haiti, Kosovo, OPT, Uganda, Liberia, Sierra Leone and Democratic Republic of the Congo. During 2013 two pilot projects on poultry production were funded in Liberia and Sierra Leone. 15th September “walk a profession for women” fundraising event was organised in 24 localities in Finland to support women’s education, rights and livelihood in developing countries. Over 50,000 EUR was raised in a one-day event which brought together over 1,500 people across Finland. Another national event “Golf profession for women” was organised in 60 fields across Finland. A two year campaign raised over 21,000 EUR. Moreover in 2013 a national campaign “Business angel” was launched by Women’s Bank volunteers in March and brought hundreds of new monthly donors.

A charity book “Lautasellinen Iloa” (A Plate of Joy) was published by Women’s Bank activist with traditional Finnish and ethnic recipes from Women’s Bank project countries and literary text donated by Finnish authors like Lehtolainen and Jari Tervo.

Changemaker

Changemaker is an advocacy network for youth and young adults that strives for global justice. All the activities target social structures that uphold or promote injustice. Changemaker was founded in 2004 and is a part of FCA. The three main themes of advocacy in Changemaker are peace, debt and environment. In 2013 the main campaign of the network concentrated on environment; more specifically on land grabbing. The campaign was both planned and executed by the volunteers in the network.

Changemaker continued growth in 2013. New local groups were founded in Haapajärvi and Iisalmi but at the same time five local groups were withdrawn because of inactivity. Therefore the total of Changemaker local groups is 19. The membership of the network increased 12 % adding the total number of members to 1,635. Changemaker does also global education. Representatives of Changemaker visited 47 confirmation camps educating hundreds of youth to global issues. Also Changemakers own magazine, Globalisti, which covers global issues and was published twice during the year, reached an audience of thousands of youth at various schools and events. As well as the campaign and local groups, the editorial staff of Globalisti consists of volunteers.
The Regional Offices were:

- West Africa Regional Office in Monrovia, Liberia – WARO
- Central Africa Regional Office in Goma, Democratic Rep. of Congo (DRC) – CAIRO
- 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 – LACRO
- Middle East Regional Office in Amman, Jordan – MERO

The country offices were:

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

2.2 Planning, Monitoring, Evaluation and Reporting

With the new FCA strategy 2013-2016 in place, FCA has started to measure the results of its work at four levels: strategic level, overall programme level, country programme level and project level. The strategy has determined the general objectives for the organisation.

FCA’s overall programme’s main three themes have been divided into 12 objectives (5 for Right to Livelihood, 3 for Right to Education, 4 for Right to Peace), which have integrated the cross-cutting themes and the objectives for development co-operation, humanitarian aid and advocacy. Signs of success have been developed for the objectives. In addition FCA has objectives related to institutional capacity and organisational development, all which have their own signs of success.

Each of the Country Programmes has a 4-year multi-annual plan, which has incorporated the relevant objectives from the overall programme’s objectives and signs of success. Besides the common objectives, each Country Programme has been able to add a few context specific objectives and signs of success. Besides the multi-annual plans, each Country Programme prepares an annual plan. In a Country Programme the project portfolio consists of projects that have similar objectives as the Country Programme. FCA’s Country Programmes fall under an umbrella of a Regional Programme. This is an area that is being developed further during 2014.

At programme level during 2013 development work was done to ensure that the contexts where FCA operates are analysed more thoroughly and according to RBA principles. The context analysis phase will then be followed by a thematic assessment within the given context. Both of these tools will aid FCA’s programming. We aim to learn from this process during 2014.

At project level many partners have their own PMER system and on their own schedule. Some smaller partners use FCA’s PMER tools and guide lines and FCA strives to develop these partners’ capacities in their planning, monitoring and evaluation of the activities. The partners, in many cases with active support from the FCA offices, are responsible for monitoring the day-to-day implementation of the projects.

During 2013 several project level guidelines and formats were revised and updated. The most significant being the revision on the partner’s guide line and format. The revised format acts as an assessment tool for FCA and the partner in assessing the partner’s capacities as well as elements of risk related to a number of areas, but it also supports the FCA partner in developing its programmatic and organisational capacities.

Monitoring and reporting is done continuously at project level, quarterly at project level and annually at project level, country programme and the overall programme levels. Evaluations took place at project level in 2013.

2.3 Quality Assurance and Accountability

Quality is defined in FCA as: To achieve the most significant and sustainable change with the optimal use of available resources as experienced by the rights-holders.

Quality assurance is seen as a comprehensive concept, covering all sectors of operations, starting from detecting changes in the operational environment to the strategy, processes, partner ship accountability and organisational accountability. One of the key components of quality assurance is organisational reflection and learning how the learning is organised and put into practice.

The development of a comprehensive quality management system was focused on accountability. The organisational accountability development project plan was revised, and the project was started with introductions to HAP Standard and organisational accountability for management and staff. An accountability workshop for senior management and key staff members was organised, and separate inductions were organised for organisational units. The HAP Steering Group and the HAP Team, together with the project manager, guided the process. Policies and systems check and self-assessment against HAP Standard was completed in Helsinki HQ. The main improvement needs and action points were identified, and the results will serve as basis for the accountability development project. The self-assessment process was also started in the field with Asia Regional Office, Phnom Penh.

As part of its accountable and transparent management, FCA revised its Programme and Operations Manual in June 2013. The manual includes programmatic and operational guidance in the areas of policies and principles, management, PMER systems, human resources, communications, finance, fundraising and security. It is foreseen that revision needs to be done on an annual basis to ensure integrity of the manual.

2.4 Studies Conducted in 2015

Review of Finn Church Aid Programme and Operations in Central America

FCA conducted a review of the FCA programme and operations in Central America in October – November 2013. This review included a period of 25 working days in Central America, mainly in Guatemala and a visit to Honduras, where FCA partners and other stakeholders were interviewed. The main objectives of the review were to analyse the relevance of the FCA themes in the region, add value of FCA presence in Guatemala and Honduras within the FCA strategy, and thus the continuity of FCA operations in the region.

The conducted review suggested establishing FCA presence in Central America based on various reasons. However considering the overall strategic needs and long term financial situation, the FCA Management Team came to the conclusion that FCA cannot commit the necessary funding needed to establish a meaningful and strong enough presence in the region in the short term. In this context FCA decided to exit from Central America: 1) to continue operations in Central America as progressively planned in 2014 and 2) withdrawal during 2015 - 2016.

The exit decision was communicated to FCA partners and stakeholders in the region in January 2014 and in February 2014 FCA representatives held exit negotiations with partners in Central America. As a result of these negotiations, exit plans, with information regarding the partnerships and FCA projects, were drafted and afterwards finalised and signed in February 2014. Exit plans included a guideline of withdrawing the FCA operations from Central America and this will be finalised by the end of 2016. Also FCA support to its partners during the exit period is included in these plans. The Review is attached to the report (Annex 7).

Field Presence Assessment

The FCA Board decided to conduct field presence review in order to understand added value the field presence has made for the realisation of the FCA’s strategic objectives. In addition, the task was to examine the organisational set-up of the Field Offices and give recommendations on alternative models as well as on the pros and cons of FCA self-implementation versus working through partners.

Interviews of FCA Field Office staff and representatives of partners in the two regions formed the core of the data collection. The review was commissioned by FCA in October 2013 focusing on two regions: Asia and East and South ern Africa. The review looked following aspect and gave recommendations on: Partnerships, organisational set-up, levels of decentralization, self-implementation vs. working through partners.
through partners, quality of programmes, internal commu-
nication and organisational learning, financial management, 
human resources, cost structure, staff structure, funding op-
portunities and added value of strengthened field presence.

Following studies were conducted with the MFA funds and 
are presented in section 3 Annual Programme Reports and 
attached to the report (Annex 7).

• Liberia: Possibility Study on Commercialization of a Poul-
try Project (Rural Agriculture project, PD3)

• Kenya: Assessment of Livelihood Opportunities for Wom-
en & Youth in Northern Kenya; The case of Turkana South 
and Pokot Central Sub-Counties

• Lebanon: Women’s Role and Voice in Lebanon - A Needs 
Assessment Report

Country Programmes conducted also project evaluations 
during 2013 which are presented in Country Programme 
Annual Reports in section 3 and are attached to the report 
(Annex 8).

2.5 Risk Management, Internal Audit and Security

Risk Management
FCA continued working in challenging and fragile envi-
ronments, which increases the risks involved in all opera-
tions. That is why FCA has placed emphasis on pro-active 
use of risk management assessment in its regular work.

At the end of 2013 all FCA Regional Offices had 
completed the risk management training and had started 
using the tool, meaning that the risk assessment is inte-
grated into the quarterly planning and reporting system at 
FCA. There are still some challenges in using the tool as 
regular basis, but management puts constantly efforts in 
 improving the systematic use of the tool.

Risk assessment covering the whole organisation 
has been undertaken under the leadership of the FCA’s Man-
agement Board, in order to have a comprehensive analysis of 
the risk environment of the organisation (both internal 
and external analyses are used).

Risks are analysed and monitored on a quarterly basis, 
and risks are managed systematically. The results of the 
assessment will be taken into account in the Risk Management 
Plan, which will be an integral part of the annual plan.

The overall mandate and responsibility of Risk Man-
agement is at the FCA Board of Directors. FCA’s Security 
Manager and Internal Auditor are using the risk manage-
ment assessment in their work.

Internal Audit
Institute of Internal Auditor’s standards of auditing were 
used as a reference to the audit processes. FCA guidelines 
and applicable laws and standards were employed as cri-
 teria for the audit.

Internal audit focused on three objectives in 2013:
1. Assessment of the organisations compliance to good 
governance principles. Good governance includes trans-
parency of operations, sound financial management, 
the adequacy of resource utilization and good decision-
making. The aim is to promote credibility, efficiency and 
transparency on the operations management.
2. In evaluation of project management processes, the focus 
was on functionality of operational guidelines. The aim 
was to ensure the sufficiency of resources and processes.
3. Evaluation and assurance of the field financial manage-
ment’s process- regulatory compliance and suffi-
ciency from the risk management perspective.

To provide independency from the line management, in-
ternal audit reports to the audit committee. The committee 
is nominated by Board of Directors.

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 authori-
ties, 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 rela-
tions and the involvement of the community both through 
leaders and ordinary members. A key element is clear and 
coherent communication of our mandate and goals with 
the community as well as the limitations of our actions.

Security is achieved when all staff are safe, relative to an 
assessment of the risks to staff and the organisation.

FCA has provided First Aid training to Helsinki HQ 
personnel in 2013, and equipped all international staff out 
of Finland as well as HQ personnel travelling into the Re-
nional and Country Offices and field with First Aid bags 
and personal security items. Security Manager from HQ 
visited all FCA’s presence locations at least one time during 
the year but in the high-risk countries several times more. 
Visits concentrated on training staff on and strengthening 
security matters in the offices. In 2013 country specific ba-
sic security instructions were compiled and updated.

2.6 Administration

2.6.1 Finance and IT administration

The global finance team was significantly strengthened 
in 2013 in order to have sufficient resources available for effi-
cient financial support to the programmes and at the same 
time maintaining internal controls. The HQ support was 
organised in a manner that each Office has a specific focal 
point at HQ and access to on time financial management 
support. In addition the Country Offices were strength-
ened in Somalia and Central African Republic as well as 
the Central African Regional Office in Goma through inter-
national recruitments. A lot of emphasis was put on good 
staff induction held by the HQ finance staff.

Most importantly the 2012 annual audits were carried 
out on time without major difficulties in early 2013 as was 
the MFA audit in June. The oversight of the partners was 
further improved by placing more resources on assessing 
the financial management capacity of new and existing 
partner as well as the monitoring of the partners e.g. moni-
toring of completed audits and audit remarks and related 
reporting to the FCA Board. In addition the budgeting in-
structions for 2014 were completely revised which resulted 
in more accurate budgeting.

In order to ease the work in FCA HQ and Regional and 
Country Offices, IT environment was further developed 
and updated during 2013. Almost all FCA staff in Programme 
Offices have computers purchased and installed in the HQ. 
This gives more stable IT environment, security and helps maintain 
FCA’s IT infrastructure. Three visits to Programme Offices 
were paid by FCA HQ’s IT personnel. Those visits included 
computer checks, installations and updates as well as IT 
training and negotiations with local Internet providers and 
IT-support.
The amount of recruitments has increased compared to 
previous year. There were 26 of 47 job openings in HQ 
and 21 in Field Offices. The duration of international assign-
ments needs to be extended in order to diminish the effect 
of natural turnover rate in the field work in challenging cir-
cumstances. The emphasis on recruitments is to increase 
the ratio of locally hired staff in the Programmes Countries, 
but also international recruitments and moderate growth in 
HQ support functions are required.

After reforming the organisational structure in FCA 
in the beginning of 2013 the responsibilities both between 
new functions as well as HQ and Regional Offices have 
been specified. E.g. the role of Desk Officers and the Theme 
Coordinators has been discussed and various models have 
been piloted. All in all time to adapt to changes in organi-
sation and develop new operational procedures is still
needed and the results will be seen later.

The roles and responsibilities in staff induction pro-
cess have been developed. As a result the time reserved for
induction at the beginning of employment has been planned more effectively. FCA has also piloted mentoring as a method of orientation. Special focus in staff training was set on improving the knowledge in strategic themes and understanding the roots, identity, values and modes of PCA operations. Another main objective in staff training was to develop the organisational culture as multi-cultural and global yet still a Finnish organisation. In 2013 special emphasis was given to improve the security of the staff and the offices both in Finland and abroad. Training courses were arranged on first aid, travel security and working in high-risk areas.

Some minor check-ups for terms of international as-
signments were conducted as well as a project of renew-
ing the remuneration system was planned. The structure of
annual job satisfaction survey was renewed to serve better the needs of globally operating organisation and to bring out the most important factors of staff motivation and well-
being.

2.7 Fundraising and Finance

Domestic fundraising

The year 2013 was once again a good year in private fun-
draising. FCA continued to use various fundraising meth-
ods, for example face-to-face street recruiting, Direct Re-
FCA also participated in the National Broadcasting Com-
pany’s (YLE) annual fundraising campaign “Yle Helps Red Nose Day” (Ylen Hyvä Saatio Nenäpaiva). The Philip-
pinies typhoon - catastrophe campaign was very success-
ful and FCA received legacies more than ever before in its
history.

FCA continued giving feedback to our donors of the achieve-
ments in the field and how the work we do has changed the lives of the beneficiaries.

There were big changes in the payment systems in the end of 2013. Direct debit came to its end in Finland the replacing method being e-invoicing. The conversion of di-
rect debit monthly donors to e-invoicing system was very challengingly and required a lot of effort as well as resources.

Parish Fundraising

The results from the parish fundraising were different than the budget scenarios let believe in the beginning of the year 2013. The possibility of deficit in the budget didn’t hap-
pen, mostly because of the parish contributions and Syria and the Philippines catastrophes. The total amount of par-
ish contributions increased because of the big parish con-
tributions and their new policy to allocate the budgeted
money.

FCA put efforts to be more approachable for smaller parishes as their partner in international diaconia. Since the Finnish Church itself is in a difficult economic situ-
ation and the theological debate between missiology and
diaconia, the funding has reflected to FCAs parish fund-
draising as well. Also decreasing number of members of
the church reflected to our result especially FCAs official parish collections since people are not attending Sunday services as much as before. This has been a trend already for quite many years.

The Common Responsibility Campaign income in-
creased 2 %.

Global Grants

Further to establishing the Global Grants unit (GG) in No-
vember 2011, GG embarked on generating organisation-
wide processes in 2012 towards systematic institutional
donor intelligence gathering and quality proposal devel-
opment. In 2013, GG actively supported FCAs Regional
Offices in growing established and innovative FCA proj-
ects through institutional donor funding instruments.
Combined with engaged Regional Office staff, the GG were successful in supporting funding growth and quality pro-
gramming.

The donor funding that was approved in 2013 from GG
efforts thus far include DFID, ECHO, EuropeanAid and US-
AID. Much of the funding has been for the Somalia Peace
Initiatives that were initiated with MFA funding back in
2009. The Somalia Stability Fund (donors include DFID,
MFA Netherlands and the UAE) funding approval for circa
over two years for FCAs Peace Initiative in Puntland and
Somaliland was the catalyst to the success story of FCAs
actions in Somalia launched in February 2013 and com-
plementary to the MFA project. The programme has since
scaled-up through active participation in grants activities
and informing institutional donors of the value through the evidence base. FCA signed a two year grant agreement with EuropeanAid end of last year on Somalia Peace Initia-
tive project in Bay and Bakool. As a result of these actions,
FCA is now the largest actor in Somalia on peacebuild-
ning. The USAID funding is through a consortium led by the
well-established and regarded Adeso for peace initia-
tives in North Kenya. The largest and most recent project
approval is through DFID over two years in the Somalia Central Region.

The ECHO projects include a food security and nutri-
tion intervention in DRC launched in May 2013 and an ed-
ucation in emergencies project in Myanmar notably from
the Nobel Peace Prize fund. Both projects are in partner-
ship with FCAs long-term implementing partners, LWF.
FCAs GG unit was able to develop the capacity of LWF
towards successful funding growth through ECHO.

Finance Figures 2013

In 2013 FCA expended a total of 31 MEUR for on aid
and other operations, which represents a decrease of 6,2 % from 2012. The income for the period was 31,4 MEUR
representing a decline of 4.5% compared to the previous financial year. The surplus for the financial period was 0,
35 MEUR after two deficit years. At the end of 2013, equity stood at 5,8 MEUR (5.8 MEUR at the end of 2012). Advanc-
es received for disaster relief work, reconstruction, the
Women’s Bank and other operations totalling 8,6 MEUR
on the balance sheet (6,1 MEUR at the end of 2012). This
includes the assets of former funds, such as the Women’s
Bank.

The Ministry for Foreign Affairs provided funding for
development cooperation activities the total of 7,9 MEUR
(7,7 MEUR in 2012) of which, however, FCA reimbursed
small amount² to the MFA. 4,9 MEUR (5,3 MEUR) was
received for humanitarian aid from the MFA. Thus funds
from the Ministry for Foreign Affairs made up 40,8% of
the income.

Support received from the Finnish Evangelical Luther-
an parishes, including also proceeds from the Common
Responsibility Campaign and operational subsidies from
the Church Council totalled 7,8 MEUR (7,8 MEUR in 2012)
and thus from total income 24,8% (23,7%).

Income from private donors totalled 7,5 MEUR (9,5
MEUR in 2012), international funding sources 1,7 MEUR
(0,5 MEUR) and businesses and organisations 1,0 MEUR
(0,8 MEUR).

Africa continued to be the most significant work area
with the expenditure of 12,3 MEUR (13,2 MEUR in 2012).

The total programme expenditure in 2013 was 26,0 MEUR
which consists of:

²FCA internal monitoring system observed inconsistenc-
ies regarding payment of taxes to the authorities in the
DRC. FCA informed the MFA immediately when suspect-
ing the mismanagement. The following special purpose
audit concluded that payment vouchers were not sup-
ported with original receipts and taxes paid as per FCA re-
cords differed significantly with amounts as per statements
from the tax authorities. The amount of taxes entered into
FCAs accounts lacking reliable supporting documentation
amounted to EUR 17,413. The equivalent amount with
required interest rate was returned to the MFA in March
2014 (see Annex 2).
3. Annual Programme Reports

I. Communications and Campaigning

Finn Church Aid (FCA) has an open information policy, which means that everyone has access to timely, relevant and clear information about our organisation and its activities, achievements as well as misgivings. Information for the general public is available on our website, magazine and via other channels. FCA is always open with both our donors and with the people interested in our work as well as the people we assist, host communities and partners. Communication strengthens trust, increases understanding and improves the impact of our work.

FCA website provides an overview of who we are, what we do and where we work. Website provides information about our administration, policies, strategy and finance. FCA’s new web-page project started in March 2013. Alternative Gift -page published beginning of November. The target of project was to have renewed six different sub-web-pages published by April-May 2014.

During 2013 we achieved a new visitor record in our Facebook site totalling of 7500 likers. Amount of FCA’s Newsletter subscribers was 8130. FCA’s Communications Unit made 58 press releases during the year 2013. That was 30 more than in 2012.

The Doudouni (Doudounit) in Liberia was on Finnish TV (Sub and MTV) for several times in spring time reaching almost one million Finnish viewers.

FCA communications had special sessions on the current issues in FCA programme countries with media houses and their foreign news journalists. Events were successful in YLE, STT, Ilta Sanomat, Helsingin Sanomat and Aamu-tv. Finnish media covered intensively FCA work in the end of the year. FCA organised workshops in order to participate in the development of their countries and communities.

The second year (2013) of the campaign paid special attention in young women’s livelihood and role in fragile context. As part of this object FCA published a briefing paper “Women and girls: Indispensable 50 %” (Annex 10).

The main communication activities included TV, print-ed media, social media and web-marketing. Women’s education print won a prize as a best monthly advertisement. FCA placed advertisements to Church media in order to thank parish youth works and other who participated in collecting over 15 000 names to a petition on youth livelihood addressed to President Sauli Niinistö.

Action campaign material was being distributed during different public events. In FCA stands the campaign message was put into practice by encouraging audience to sign the petition and sharing “Key to a profession” ink tattoos with campaign logo.

Feedback concerning campaign material was collected from FCA parish contact persons. The campaign had succeeded in creating concrete activities and discussion on youth and attitudes towards them. In general campaign material was found relevant and convenient to use. Especially strong stories of young people living in development countries were regarded inspiring in youth work. 75 % of contact persons answered that they had shared the campaign information with other stakeholders and 82 % had used the campaign material.

Planning of the Education Campaign 2014 started in the end of the year. FCA organised workshops in order to clarify campaign message and material was collected from Sierra Leone and Nepal. The advertisement agency planned a concept for media campaign.

Tekojo Magazine

FCA’s own quarterly magazine has a circulation of 33,000. It is also available in electronic format (issuu) with 1,000 subscribers. We consider it important to offer this option, especially for the younger generation.

Each issue had a main theme based on FCA’s work. The first issue’s main theme was the Common Responsibility Campaign. In 2013, the campaign was assisting the elderly. The second issue featured the plight of the internal refugees in the Democratic Republic of the Congo (DRC). The third issue had stories about situation of the Syrian refugees in Jordan and FCA’s circus project, which is helping young people at Za’atri refugee camp. The fourth issue featured women’s livelihoods and FCA’s work in Nepal, with the popular artist and FCA’s ambassador for livelihood, Lauri Tahkkia, on the cover. The cover picture was taken during his visit to Nepal to see FCA’s work there.

Many readers gave feedback on the Tekojo magazine as they took part in the vote on the best story in each issue. This feedback includes comments on thanking the magazine for telling about situations not featured in the Finnish media such as the situation in DRC. The readers thanked for magazine’s positive view and also for including stories on impact of FCA’s work.

Examples of feedback (translated into English): “This story made me think how strong Nepalese women are because they are able to work as entrepreneurs in a very challenging environment. Their children will learn from their mother that a woman can rule her own life.”

“I refreshed reading in the middle of what the media ordinarily offers.”

Common Responsibility Campaign’s documentaries

The short documentaries (2.5 and 4 minutes) made in Cambodia in 2012 were broadcasted on the Finnish Broadcasting Company Yle television channels in February-April 2013. They were also available in the campaign’s website, and in DVD format (Annex 10), used as education material for the Campaign in parishes.

Examples of feedback (translated into English): “The films work both at the war veterans’ rehabilitation events and at confirmation schools. The films are needed.” “The film on Cambodian elderly was very touching. This kind of a documentary which brings you close to the people it tells about, work best.”

The documentaries for the campaign 2014 were filmed in Guatemala in May 2013.

II. FCA’s Operating Areas

FCA’s Operating Areas in 2013: 

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There were no changes in the general regional context that would have an effect on the FCA Country Programmes. Elections in Guinea in 2013 were peaceful and didn’t have an impact on Sierra Leone or Liberia. In 2011, the clashes in neighbouring Ivory Coast following disputed presidential elections brought in Liberia significant number of refugees. FCA with ACT Alliance was one of the first organisations to answer the needs of Ivorian refugees and has continued support them by providing access to education.

Core of FCA’s Country Programmes in the West Africa region are projects in thematic areas Right to Livelihood and Right to Education. In Liberia, FCA’s livelihood interventions are supporting women living in rural and peri-urban areas in crop, vegetable and poultry farming. Women groups are supported to generate income through making and selling for example of handicrafts, clothes and soap and by forming savings and loan groups. In Sierra Leone, FCA supports farmers including women in crop, vegetable, fish and poultry farming. Promotion of environmentally friendly farming methods are mainstreamed in FCA’s projects in agricultural sector, in particular in Sierra Leone where also environmental conservation and resilience to climate change are important project objectives.

In theme Right to Education, FCA manages directly a secondary school in Bahn refugee camp for approximately 350 Ivorian refugees. In Sierra Leone, FCA supports 4 skills training centres with around 300 students. Most of students are girls and young women, often with small children, and many have no or poor literacy skills. Hence, skills training centres provide also literacy and numeracy training, thereby giving many students a second chance to learn how to read and write while acquiring vocational skills that can lead to employment or starting of own small business.

Strengthening partners’ capacity to effectively and efficiently implement projects has been one of the key objectives of the Regional Office. This has been done through regular coaching and mentoring by FCA staff and organising regularly capacity building workshops for implementing partners from both countries. These workshops provide a platform for both FCA and the partners to exchange ideas and share best practices.

Established in March 2008, FCA West Africa Regional Office is located in Monrovia, Liberia, consisted at the end of 2013 of 16 staff members, 4 females and 12 males, including 3 expatriates and 13 nationals. The sub-office in Bo, Sierra Leone consisted of two national staff.

Overview of the Liberia Programme
August 2013 marked the first decade of peace after the end of civil conflict of more than 10 years. Despite the relative stability that the country has enjoyed over the past decade Liberia is still a fragile post-conflict state in terms of politics and socio-economic situation.

As one of the 10 least developed countries in the world, Liberia still experiences a high rate of poverty and food insecurity, and it is heavily reliant on food imports. It is estimated that over 70% of the population of 4.1 million live below the poverty line of US$1 a day and close to 50% even live in extreme poverty of under US$0.50 a day. 59% of the population is illiterate with rural female featuring overwhelmingly in this group. Reaching the MDG on universal primary education still lies far, even if access enrollment numbers have slightly improved in recent couple of years. Education Statistics for the republic of Liberia 2013 reports a gross enrollment of 65% for the pre-primary, 52% for the primary and 22% for the secondary school levels. Girls’ enrollment is lower than boys at all levels.

FCA continued to work with four local partners in Liberia. Project New Outlook (PNO) is implementing the Rural and Urban Agriculture Projects, Association of Female Lawyers of Liberia (AFELL), the Legal Education -project. Forum for African Women Educationalists, Liberia (FAWE Liberia) Economic Empowerment for Girls and Women project and finally the partner Sustainable Livelihood Promoters Programme (SLPP) implemented the Awareness raising on gender issues -project.

Right to Livelihood remained the core theme for the programme in 2013. The livelihood work concentrated in diversifying and increasing agricultural production, increasing income base of the most vulnerable through promotion of informal business and micro-enterprises and enhancing the food supply/security of refugees and selected households in host communities in Nimba by providing support to produce food and earn income.

Humanitarian project in Nimba continued to be FCA’s...
main intervention under thematic area Right to Education. Around 300 Ivorian refugees were provided secondary education by teachers who are refugees themselves. Furthermore, FCAs partner FAWE continued to implement a project based on Mothers club concept that has skills training and adult literacy as main components. To take the skills training to another level, FAWE developed a proposal for the establishment of a more functional vocational education center in Buchanan. The submitted proposal was approved by Woman’s Bank for implementation in 2015.

In 2013, there was no peace project implemented as a stand-alone project; however, activities that are associated to peace and the unification of individuals, families and communities were implemented as cross-cutting issues by partners (AFELL and SLPP) and in the humanitarian project implemented by FCA. Those activities concerned issues such as the right to participation of women, gender based violence, access to justice, inheritance law and basic human rights.

Most of the direct beneficiaries of FAWE supported interventions in Liberia were women contributing specifically to women’s economic and social empowerment. Hence, gender is not a cross-cutting issue, but a clear focus of the interventions in Liberia were women contributing specifically to women’s economic and social empowerment. Hence, gender is not a cross-cutting issue, but a clear focus of the

Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

- In Rural and Urban Agriculture projects, the focus was in raising poultry for commercial egg production, innovative farming of crops such as, banana and pineapple, providing agriculture training to the target beneficiaries; training of beneficiaries to use small open spaces for agricultural production as well as working with them to identify and access market for distribution of their produce.
- In 2013 FCAs supported 140 existing subsistence farming households and additional over 130 new farming households into poultry farming for the production of eggs for the local market. Of the mentioned 140 existing farming households, 50 were supported by FAWE, 25 by SLPP and 65 by PNO. Of the new farming households 35 were supported by FAWE, 73 by PNO and 25 by SLPP.
- After receiving project inputs, farming households were provided technical training in poultry management, small business skill and eggs packing. Households received the total of 3380 layers that produced approximately 2535 eggs per day in all the projects lasting for six months in 2013.
- About 85% of project beneficiaries successfully cultivated various vegetables and earned income instead of suspending cultivation during the rainy season. The droppings (manures) from the poultry pens were used to improve the production of vegetables in the fields and droppings were often sold to earn extra income.
- The introduction of new farming techniques into partners’ projects has led to an increase in the number of families being active in egg production. For example, the Liberia diocese of Catholic aid project in Bahn Camp, trained 170 families in egg farming resulting in a 40% increase from the previous year.
- Women have equal access and control over productive resources.
- In 2013, FAWE planned to expand its Mothers Club small business loan scheme to mothers of the vulnerable girls they are supporting in school fees. The project did not give loan to any club/mothers, however, previous clubs or mothers of mothers continued to maximise profits from their respective businesses and were supported (seeds, tools, poultry and small ruminants) to supplement food supplies and thus ensure food security. Beneficiaries show evidence of playing a greater role in the market production, with increased links to markets in and out of the country for the sale of their products (artifacts).
- Project beneficiaries of FAWE’s project succeeded in acquiring a Central Bank loan of 250,000 Liberian Dollars (approximately 3050 USD) to be used for purchase feed for their layers.

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

- 216 families in total (21 in Bahn camp; 145 refugee-families and 50 vulnerable families in host communities) were supported (seeds, tools, poultry and small ruminant) to supplement food supplies and thus ensure food security. Beneficiaries showed improvement in farming and part of the crops seedlings were sold on the local existing market, to ensure sustainability.
- The Country Programme promoted environmentally friendly farming practices and discouraged harmful practices such as slash and burn, shifting cultivation and use of inorganic fertilizers in the livelihood projects. Farming households were trained to practice organic agriculture and introduced farming practices like crop rotation, carrying out very minimum tillage of soil and provide mulching of soil as well as growing crops in polythene bags/empty sacs.

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development

- FAWE-Liberia implemented skills training programme tailoring, quilting-making, pastry, soap-making, embroidery and art & craft for mothers and disadvantage girls of Bensonville and Kendjea Mother’s Clubs. Over 50 girls and mothers graduated from the programme and were later guided in mini cooperatives to make products for sale.
- Functional literacy programmes were established by FAWE and operated in two project communities; Yarwarlee (level two) and Gaemue (level one). Approximately 100 women and some men benefited from the programme.

Children and youth living in disaster (both natural or man-made) affected communities have equal, uninterrupted access to quality education and safe and protected learning spaces through preparedness and response capacity of communities, including authorities

- Secondary education was provided to 355 Ivorian refugees (230 male and 125 female) in Bahn Camp using French as teaching medium and adhering to Ivorian education system; teachers (21) were recruited among the refugees; support was given also to local schools in selected host communities in Nimba County to integrate Ivorian refugee children in Liberia education system and ease local children access to school.
- In 2013, FCA opened a Girls Club and a day care center in the secondary school of Bahn Camp. Both initiatives aimed at helping girls’ attendance to rise, providing the girls and their children with a safe and healthy environment where communication and self-help are encouraged. Girls meet weekly at the Girls club to discuss issues affecting girls in general on the camp and in the school, like teenage pregnancy, personal hygiene, HIV/AIDS educational challenges etc. The availability of the daycare greatly increased the teenage mother’s attendance from 12 to 37; the kids are brought in before classes by their mothers and are cared for by the Parent Teacher Association while their mothers are in class.
- At the end of the school year, girls’ attendance had raised by 40% from previous years. This means that approximately 640 new marketers are now doing business in markets rehabilitated with FCA funding.
- Market productivity shows an increase, with linkages to markets within and out of the country for the sale of their products (artifacts).
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Right to Peace

Local communities in disaster affected or otherwise fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth

- FCA continued to build partners’ capacity in peace work through training workshop in conflict sensitivity and resolution and enhanced networking and search for options for peace work.
- SLPP piloted gender equality and women’s empowerment project titled “Enhancing Women’s Participation in Decision Making” in four clans in Garwula District, Grand Cape Mount County. The pilot project which lasted for three months promoted gender equality, women’s rights and participation through training, awareness raising and media campaign.
- FAWE’s lawyers trained 144 members of Mothers’ Clubs in Banjor, Kendjea, Bensonville, Yarwarlee and Buchanan communities in legal rights awareness. Women learnt that women and men have equal rights to access justice and enjoy equal human rights; women were also taught how to seek legal assistance in case of domestic violence.
- Awareness raising and training campaigns on human rights, domestic violence and access to justice that were organised by members of Mothers’ Clubs covered 47
catchment communities. Traditional and community leaders participated in community trainings.

- Teachers and members of Peace clubs in FCA-managed secondary school in Bahn refugee camp received training in conflict resolution.

**Studies**

FCA commissioned a feasibility study on the poultry component of partner PNO’s Rural Agriculture project. The decision to commission a study by external consultant was based on identification of challenges that the project was facing and opportunities that the project has.

The study looked at the implementation of the project as well as prospects for developing the project, most notably the component of poultry far, into a commercially sustainable egg production unit. The study confirmed that there is indeed a good opportunity to develop the project into an economically sustainable commercial enterprise.

This, however, would require further investments in the egg production unit/farm, for example in a cool storage for processed eggs, development of packaging materials and marketing strategy and cropping of corn and soy beans for feed production as a long term as a risk management strategy.

The study made recommendations that should be taken into account when implementing the county plan for 2014. These relate for example to training of beneficiaries and the staff of egg production unit/poultry farm. According to the feasibility study, to make the Egg Production Unit function as an autonomous business enterprise, a startup cost of 75% of the projected income as seen in the first year of operations has to be provided by a donor, or through a bank loan. Therefore FCA has to explore which options to pursue in supporting egg production in Liberia.

**Capacity Building**

In 2013, FCA organised two capacity building workshops - one in Liberia and other in Sierra Leone - for its partners in the region. The topic of the first workshop was conflict sensitivity, while the second one focused in fundraising and project cycle management. The idea behind selecting fundraising as training topic was to encourage partners to seek other donors in addition to FCA. Currently some partners have multiple donors, whereas some partners have FCA as the sole source of funding. Fundraising workshop was facilitated by Global Grants Coordinator from FCA HQ.

As a project support the Field Office continued to provide support to partners in matters related to project implementation and since mid-year after recruitment of Finance Assistant in Western Africa Regional Office

Liberia ACT Forum has “1.5” local members: Lutheran Church of Liberia and its Lutheran Development Service. The International members are three: ICCO, FCA and Church World Service that since 2013 has a presence in Liberia. Local members continue to struggle with capacity and funding issues. They would need to be worked with hand-in-hand, but in 2013 FCA had no resources, especially time, for this. FCA took the lead in the development of MoU for the forum and organised one-day planning workshop. Furthermore, FCA supported local members to participate in Regional ACT Forum in Ouagadougou, and was represented by Regional Representatives there. Clearly many of the Forums struggle with similar issues as Liberia Forum and therefore the role of the Regional Forum would need further clarification.

**Challenges Remaining and Lessons Learnt**

**Right to Livelihood**

Poultry project have brought lot of visibility to FCA and its partner PNO. However, there are number of risks related to poultry. Investment made in procurement of chicks relatively high and provision of feed to beneficiaries in the beginning of the project is expensive. In the second half of 2013, extra funds were allocated to both poultry projects due to miscalculation related to feed. To make beneficiaries to understand the logic of sustainability in chicken rearing is sometimes challenging as well. Therefore, continuing training of beneficiaries is of paramount importance for the project to have a positive impact in communities. The challenges related to the regular availability of poultry feed has been a major constraint poultry projects and have required constant attention. Through field monitoring and by providing guidance to partners FCA was able to tackle the problem of feed availability.

One lesson learnt is the importance of involving beneficiaries in the planning and implementation of their project. This was evident in particular with FAWE’s project in which participation bred a strong sense of ownership among clubs and members. It was confirmed by beneficiaries that the sense of ownership taking root in FAWE’s programmatic areas was created through participation. Further it was realised that the involvement of men in programmes designed to support women yields results quickly and adds more value to the project.

The implementations of the Liberia Programme faced challenges ranging from the late approval of project documents by FCA partly due to partners late submission and to delays in narrative and financial reporting. This is turn created delays in payment of funds to partners and subsequently affected execution of planned activities. Quality and timeliness of reporting was discussed in capacity building workshops organised for the partners. Quality of financial reporting has been improved due to increased support given by FCA Finance Assistant in Western Africa Regional Office.

**Sierra Leone**

**Overview of the Sierra Leone Programme**

It is estimated that 3.7 million out of the population of 5.9 million live on less than USD 1.25 a day in Sierra Leone. There is also a tremendous inequality in income distribution. About 2/3 of the working-age population is engaged in subsistence agriculture, but the expansion of agricultural production is not driven by the farmers, but mostly Foreign Direct Investments (FDI). It is estimated that since 2009 more than a fifth of the country’s arable land has been leased to foreign companies whose activities are directed towards cultivating cash crops for export. This has increased the vulnerability of population and in some cases is sowing the seeds of instability. Disputes related to the use of natural resources and land ownership can lead to conflicts at local level.

FCA continued to work with existing partners PRCED (Integrated Community Empowerment – project) and Green Scenery (Bonte Island livelihood project) as well as selected duty bearers (e.g. Ministry of Agriculture) to support poor communities in diversifying and improving food and livestock production. The main objectives were the improvement of households’ food security and income through provision of farming inputs and training in productive farming methods (for example vegetables, rice, cassava) and poultry and fish farming.

The Country Programme had also a strong focus on Right to Education. Two of FCA’s four partners, FAWE and RADA, both managed two skills training centres in four different locations (Makeni, Kabala, Zimmi and Bo) providing skills and vocational training.

More than 90% of beneficiaries of FCA-funded projects in Sierra Leone are women and girls. Gender equality and human rights along life skills are included in curricula of FAWE’s and RADA’s skills training centres. Also Green Scenery’s project has a small awareness raising component on gender issues.

There is no active ACT Forum in Sierra Leone, but FCA continues to collaborate and explore synergies with Christian Aid and Sierra Leone Council of Churches. After Regional ACT Forum meeting in Burkina Faso it was decided to make an effort to vitalize the forum. FCA shared MoU for Liberian ACT Forum and sponsored a planning meeting in...
Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

- In 2013, PIREE’s Integrated Community Empowerment project supported 127 farmers (86 male, 41 female) with agricultural inputs (seeds, tools, extension services) to produce rice, cassava and groundnut, 69 youth (40 male, 29 female) in upland fish farming, 38 youth (18 male, 12 female) in corn production, 42 widows in beekeeping and 150 women received chickens and training in poultry. Subsidized eggs production generated significant income (approximately 50 USD/month) per beneficiary in June-December with 20% savings target to enable procurement of new chicks after those given to the by the project stop laying eggs.
- There has been increase in food production as verified through observation, but no detailed data was yet available to provide statistical evidence of change.
- Green Scenery’s project on Bonthe Island supported beneficiaries themselves were old) was not acceptable.
- In Bonthe town, 20 women were supported to start preparations for poultry farming.
- Furthermore, Bonthe project communities and household’s eagerness and commitment towards the project improved as household’s income increased with the introduction of new varieties of crops (diversification) in the project year 2013. Gradual learning and acceptance of new skills in agriculture took place among the communities and a healthy competition for improving the standard of living was growing within and among beneficiaries and communities. Households started replicating the skills acquired from the project site to their individual household farm sites within the communities. Moreover, adjacent communities paying regular learning visits to the project communities made request to the project management for assistance with similar project.
- Bonthe Municipal Council showed strong commitment towards the project and assigned their Monitoring Officers to regularly monitor project implementation, give feedback to the Council for appropriate action and advice to project management team. As a positive example of its engagement, the Council noted that use of children to carry sand to the construction site of poultry house (as beneficiaries themselves were old) was not acceptable.
- Women have equal access and control over productive resources and assets
  - Revolving loans were given to 6 groups of 6 graduates out of approximately 120 students attending two skills training centres run by FAWE.
  - In the skills training run by RADA in Zimmi, approximately 150 graduates were organised in 11 groups and provided with small seed money.
- 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
  - Sierra Leone is among the ten most vulnerable countries in the world to the impacts of climate change. Green Scenery’s project on Bonthe Island has been designed to strengthen households’ resilience to climate change through development of adaptive capacity through farming techniques, agricultural diversification.
  - In general, the Country Programme promoted environmentally friendly farming practices and discouraged harmful practices such as slash and burn, shifting cultivation and use of inorganic fertilizers. Farming households were trained to practice organic agriculture and introduced farming practices like crop rotation. As regards poultry, the droppings from layers are usually used to fertilize farming soils as it has no negative effect on the soil.
  - In PIREE’s integrated community empowerment project environmental conservation and management is one of the result areas. In 2013, trainings were conducted for 160 members of 32 Community Based Disaster Management Committees (CBDMCs) who in turn would serve as trainers in their respective communities. In collaboration with the Village Development Committees and local community chiefs, CBDMCs developed by-laws on indiscriminate logging, fire handling/control, and other disaster risk behaviors.
  - PIREE project also promoted so called The Sustainable/ Sloppy Agricultural Land Technology (SALT) by establishing demonstration sites where farmers were given on-farm agronomic training on SALT as a land protecting (soil erosion control) and conserving farming method. Farmers enrolled for this practice recognised the advantages associated with SALT, but did not yetstarted the practice since land is not a limiting factor to their upland farming ecology. They were however willing to minimise the slash and burn farming and do more of lowland/swamp farming.

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development

- The Right to Education theme was strongly linked to Right to Livelihood theme in the Country Programme as the four skills training centres supported by FCA aimed at providing students with skills and knowledge that would help them to find employment or start their own business after graduation. To this end, graduates were provided with start-up kits and small business training and on-job training in order to gain practical experience.
- Over 300 adolescent, majority of which were girls, were enrolled in 4 vocational skills training centres supported by FCA. Literacy was included in curricula of the centres. No statistics are yet available on graduate’s engagement in small businesses.
- The centres run by FWA only had young women as students, whereas RADA’s centres trained also young men. FWA’s centres provided training in horticulture/farming, dressmaking, weaving, catering and hospitality trade for 120 students, while RADA’s centres offered training in masonry, welding, carpentry in addition to tailoring and hairdressing for approximately 200 students.
- A total number of 120 trainees (169 female and 11 male) successfully completed training at RADA’s Zimmi Skills Training Centre. Those trainees and 30 out of the 59 last batch of trainees who graduated from the Jendema centre were organised into 11 groups to be supported with some seed money to start own businesses in their areas of trade. International volunteers supported RADA in development of Business plan and business plan component in the second half on 2013.
- At the Bo centre, 77 trainees (50 female and 27 male) proceeded to the second year. In addition to vocational skills training, students at both centers were taught life skills (gender issues, HIV awareness, reproductive health rights and human rights). Knowledge gained has enabled trainees to be involved in owned activities, engaging peers in one to one and group discussions. This, to a large extent, has created increased knowledge and gradual change of behavior and attitude of trainees as related to the mentioned issues.
- Partners were supported to improve the physical training facilities to accommodate further skills and to enhance the quality of training. RADAs Centre in Bo went through a rapid expansion with the construction of additional classroom buildings to house more trainees and thereby catered for the increasing demand for skills training in the second biggest city in Sierra Leone. Unfortunately, FAWE were not able to introduce new subject although facilities in Makori centre were rehabilitated to accommodate skills training in electricity. Consequently, FCA decided to reduce project budget and reallocate the same amount to RADA that prepared feasible plans for expansion.
- Given the low literacy level of some learners and motherhood status of others adult literacy class participants, kindergarten/crèche services were provided at the skills training centres supported by FCA.
- Starting of skills training (boat building) in Bonthe as one project activity was not considered cost-effective or feasible due to poor planning and preparation by Green Scenery.

Freetown. It was decided to start the activation by mapping out thematic and geographic areas of work of each member organisation. As ICCO, Christian Aid and FCA are all partners with RADA and Green Scenery, more coordination, or for example a donor meeting, is planned to be organised.
Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the realization of human rights with the active participation of women and youth.

- In view of a possible intervention under the theme Right to Peace, FCA commissioned a study on the role of religious and traditional leaders in conflict prevention, mediation and resolution. The study conducted by the Network Movement for Justice and Development (NMJD) provided basis for planning of peace project. NMJD was requested to submit a project proposal for FCA’s review. Networking was started with stakeholders in peace work.

- In 2013, village development committees (VDCs) in Konema and Bonthe districts were trained in conflict resolution and take up challenge in dealing with community conflict situations before they escalate into violence. 16 new VDCs in 16 communities were established and Commune Action Plans and constitutions developed for them. VDCs received training in peace building and gender equality and some engaged in mediating low-level disputes in communities.

Capacity Building

In 2013, FCA organised two regional capacity building workshops - one in Sierra Leone and one in Liberia – for all of its 8 partners. The topic of the first workshop was conflict sensitivity, while the second one focused on fundraising and project cycle management. The idea behind selecting fundraising as training topic was to encourage partners to seek other donors in addition to FCA. Currently some partners have multiple donors, whereas some partners have FCA as the sole source of funding. Fundraising workshop was facilitated by Global grants coordinator from FCA HQ. In addition, FCA sponsored two partners based in Bo to participate training in EU proposal writing held in Freetown.

The Field Office continued to provide support to partners in matters related to project implementation. Project reporting by some partners continued to be a challenge terms of quality and timelines. Reporting was topic in both capacity building workshops, but improvement of quality has not yet been significant.

Partners’ financial oversight was strengthened as a result of recruitment of Finance Assistant who was assigned to work closely with partners in order to ensure that financial procedures and internal control mechanism were in place and respected. The quality of financial reports was to some extend improved through the support given to partners in financial management. With the recruitment of Finance Assistant, the Country Programme Coordinator was left with more time to spend on monitoring of project activities.

Challenges Remaining and Lessons Learnt

In 2013 PICEP in Tunkia chiefdom faced a severe challenge of having most of beneficiaries’ land in valley swamps taken away from them by the Government and given to the foreign in having most of beneficiaries’ land in valley swamps taken away from them by the Government and given to the foreign

3.2 Central Africa

During the year 2013 FCA worked in four countries in Central Africa Region: Democratic Republic of the Congo (DRC), Central African Republic (CAR), Chad and Burundi. The overall objective was supporting the vulnerable populations to regain their dignity. The main work was accomplished through the partnership with LWF in DRC, Chad and Burundi and with other local partners. FCA’s Central Africa Regional Office (CARO) is located in Goma, DRC.

The security problems in DRC and CAR during the year affected the smooth implementation of some approved projects in line with FCA global strategies following the three thematic objectives: Right to Livelihood and Education themes were the strongest in the region supported by Right to Peace activities.

The CAR office was established in 2013 following the strategic decision made by FCA HQ in collaboration with Regional Office (CARO) in order to have a presence for more coordination and assistance in humanitarian need the country started facing due to fighting between the CAR government troops and Seleka rebel group, which ended with their own in the loyal army and cease of the power in the capital city in March 2013. FCA was officially registered in September 2013. FCA has been working in the country before the humanitarian operation. A pilot project on food security linked with livelihood started in 2012 ended in 2013 and was completed by FCA’s partners OSEEL and CARITAS.

In Burundi, FCA doesn’t have a physical presence but worked in partnership with the LWF that is implementing FCA financed projects since 2009. For the year 2013, the project executed by LWF has seen the positive impact on the beneficiaries. FCA is expected to exit Burundi by the end of 2014.

Same as for Burundi, FCA did not have a physical presence in Chad but worked through LWF. LWF has been present in Chad and working with IDPs since July 2007, with the CAR refugees since 2009 and with the Sudanese refugees since 2009. During these years in the country LWF staff and auxiliaries have been working closely with the target population and maintained good relations. FCA exited from Chad in 2013.

During the year 2013, lots of changes took place within FCA’s CARO office in relations with human resources, with an appointment of a New Regional Representative who started early January, the removal of the Programme Coordinator in March 2013 and the DRC Humanitarian Coordinator leaving to open the CAR office.
Overview of the DRC Programme

The fragile state and governance structures in DRC are manifest in corruption, absence of social services, a culture of impunity, human rights violations, decayed infrastructure, and widespread violence. In eastern DRC, the conflict has created a situation of continuing humanitarian emergency. The area is a very challenging environment for development work and the security situation is fragile and potentially volatile.

FCA conducted projects in relation with the three thematic areas as defined by the Global FCA strategy: Right to Livelihood, Right to Education and Right to Peace in DRC. The interventions areas are the following: The Oriental Province, Kubagou and in North Kivu Province including Goma, Rutshuru, Masisi, Beni and South Lubero territories. The development projects implemented in 2013 fell under Right to Livelihood with the partners LWF, ETN, DFJ and COPERMA, Right to Education with ETN and LWF and Right to Peace with DFJ, FIDJ and RAFFEJE while the humanitarian projects concentrated on livelihoods (LWF) and education (Collectif Alpha Ujwiri).

The year 2013 was challenging in terms of security in the areas in which FCA works and in especially in the North Kivu. During the course of 2013, various projects experienced implementation delays due to attacks of the M23 rebel group, which tempted to cease the city of Goma four times in the course of five months (July-November 2013). The fighting between M23 and the DRC loyal army started unexpectedly and changed our plans focusing more on staff security and prevented project monitoring during on-going fighting. Our implementing partners faced the same challenges since they could not access areas outside Goma and the war affected areas.

Livelihood theme continued in Kubagou implemented by LWF but was also strengthened during 2013 as the component was mainstreamed into new projects in the Country Programme. FCA together with its partner organisation DFJ (Dynamique des Femmes Juristes) decided to include saving and credit activities in a project that had previously mainly dealt with legal assistance for the victims of sexual violence, enhancing the economic well-being of victims of sexual violence and other community members. This was solved by sub-contracting two other organisations with relevant experience to be in charge of credit- and saving activities.

FCA has continued working on professional training, linking training and improved skills with enhanced employment and earning opportunities. 150 youth were trained in a project in Goma funded vocational training centre managed by the partner ETN, and thereafter these youth have formed business associations, where they run small businesses in groups.

The thematic of peace is also mainstreamed in several projects of the DRC Country Programme. FCA with its partners continued working with local leaders in order to support community level conflict resolution and link better human rights violations, specifically regarding sexual violence, with the official judiciary system.

FCA supported the project of Women lawyers fighting for women’s rights (DFJ) which decided to include saving and credit activities in a project that had previously mainly dealt with legal assistance for the victims of sexual violence, enhancing the economic well-being of victims of sexual violence and other community members. This was solved by sub-contracting two other organisations with relevant experience to be in charge of credit- and saving activities.

Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

• Based on a survey of 136 households in Kubagou project, the percentage of beneficiaries having an income of less than one dollar a day has decreased from 79 % to 64.7%.

• 47 livestock kits were provided to the selected project beneficiaries under Kubagou project in the Oriental Province. The innovative model used is “rotational kit”, as beneficiaries are required to give livestock to other beneficiaries once their animals reproduce.

• 150 youth at ETN vocational training centre have been trained in a profession and supported in establishing small-scale enterprises in groups or individually through Youth Empowerment project.

Women have equal access and control over productive resources and assets

• Creation and support of 8 new VSLA (Village Saving and Loan Association) promoting revolving credit and saving for vulnerable women, often victims of sexual and other human rights violations. In total there are 16 VSLA groups created by the project of Women lawyers fighting for women’s rights in Nyiagongo, Rutshuru, Bweremana, Sake and Kitshanga. Also six female associations for credit and saving were structured in Kubagou.

• Establishment of 8 income-generating activities for women associations were supported in Women lawyers fighting for women’s rights project.

• Income-generating activities were supported for women beneficiaries as 67 start-up kits were provided followed by monitoring of the evolution of small businesses in Kubagou.

Local communities (men, women 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

• 575 households use now environmentally friendly agricultural practices and the use of agroforestry technique (avoiding burning forest for agriculture but using crop rotation) has increased from 52% to 63 % in Kubagou.

• Risk management and contingency plans exist in communities including screening of acute crisis instruments and their social/service consequences (seed banks, cash/food for work options etc.)

• In humanitarian projects 4.500 conflict affected population in South Lubero benefited from food assistance, short term food security and livelihoods; 587 out of the 600 targeted children suffering from malnutrition have been treated; 2.031 children suffering from malnutrition were treated and 434 children suffering from the severe malnutrition have been treated exceeded the target set for the project which was 200.

• 60 community leaders have been trained with the support of Kubagou project (6 women and 54 men) on agroforestry, micro zoning and agriculture law and awareness
raising was organised on entrepreneurship, women’s leadership and empowerment

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development

• Vocational, entrepreneurial, literacy and life skills training for youth, support in setting up businesses in groups as well as sensitisation and community awareness raising on the need of the vulnerable youth through Youth Empowerment project has showed following results during 2013: 150 young people completed one-year vocational training in profession coupled with 144 hours of entrepreneurship and leadership training, presentation of individual business plans and literacy learning (32 analphabets youth, read, write and calculate) and therapy for the traumatised youth; 35 youth conducted a three-month internship after the training programme.
• A production unit for welding has been established and an assessment of its profitability was conducted by an external consultant; A babysitter was recruited to enable the young mother to go to school. 35 school boys and girls have been equipped by teachers.
• Through the construction of 4 semi-permanent classrooms; including disaster proofed, child and environmentally friendly learning spaces; 900 school age beneficiaries were provided with catch-up lessons at school. 765 of these (404 girls and 496 boys) passed their end of year exams as a result. This represents an 85% pass rate.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth;

• Four ‘community structures’ were piloted, integrating actors such as police, political leaders, local youth, inter- est group representatives, churches, traditional leaders and civil society actors to support awareness raising on human rights at community level. The community structures have also referred cases of human rights violations to FCA’s partner organisations of women lawyers which have processed the cases in the court system.
• In total, the Country Programme supported 174 cases of human rights violations to be taken to the court system, mostly sexual violence through the partners of FJDF and DFJ’s projects.
• Two awareness campaigns and capacity building held on sexual violence, women’s rights and conflict media- tion. In 48 radio broadcasts through FJDF’s project.
• Through FJDF’s project 71 meetings with relevant au- thorities were organised to support the proceeding of the human rights violations identified and 60 members of the community structures were trained on respective is- sues.
• In DFJ project areas there were several community lead educational initiatives in peace and human rights edu- cation as well as psychosocial support for affected people. DFJ provided psychosocial support in total for 623 beneficiaries survived from sexual and hu- man rights violations.
• 11 % of local leaders in DFJ project area confirmed that the violations against rights of women and children have reduced.

Decision-makers are willing and equipped to bear their responsibility to promote citizen security, including peaceful resolution of conflicts and protection and promotion of the equal human rights of the members of communities, with special attention to the protection of the most vulnerable groups;

• RAIFEJ, a network of four women lawyer organisations in DRC, participated in the UN’s CEDAW process (Con- vention on the Elimination of All Forms of Discrimina-

Capacity Building

FCA provided capacity building for partner organisations in DRC also in 2013. An external consultant was recruited to improve the capacity of the partners to implement livelihood projects. The consultant organised a training on in- come-generating activities (IGA) to the field agents of the local partners, so that they would better equipped to imple- ment IGA’s in their projects. Based on the pre- and post- tests, the knowledge of 80 % of participants increased on the 10 different activities related also conducted for visits to monitor the implementation of activities and further train lo- cal partners. For example, in Rutshuru he trained 68 agents on IGA’s; VSIA (Saving and Credit Association) and developing business plans. He also provided recommenda- tions on how to develop partners’ capacities in entrepre- neurship and livelihoods.

A three-day training on advocacy was organised for partners to learn to elaborate a detailed advocacy plan. Representatives of five different partners participated in the training. Partners have included the elaboration of advocacy plans for the projects in the annual plans for 2014. FCA HQ representatives contributed to the Local office staff training on advocacy and has now decided to main- stream project level advocacy plans to most of region’s proj- ects. This would result in an increase of grass-root level activities.

A three-day meeting was organised to prepare for the annual planning process of 2014. The meeting also includ- ed training on results-based project planning and logical framework. The annual workshops 2014 now include more ‘SMART indicators and have more coherent information across partners, as FCA mainstreamed the reporting format.
FCA had a separate capacity programme for the Luther- an World Federation (LWF) in the DRC. The activities are the following:
• 14 LWF staff members were trained on managing agri- cultural cooperatives. The module to establish cooperatives, including project documentation and project reporting.
• The LWF trained staff has trained in return local agents in Beni and Kisangani. Two cooperatives have been initiated in Beni and two others in Kisangani, which however are still at an initial stage.

FCA is planning to develop fundraising with regard to REDD+ in 2014.
An evaluation was conducted between November and December 2013 to evaluate the impact of the capacity build- ing project in LWF project sites in Goma, Masisi, Beni and Kisangani. The performance of 65 % of LWF’s staff im- proved in the themes of the capacity building.

FCA Regional Office also carried out a five day financial capacity building in the first week of December aimed at plugging the various gaps identified during both the annual audit process and our internal monitoring visits. The broad themes of the financial training involved around budgeting, reporting and year end procedures.

Challenges Remaining and Lessons Learnt

In Eastern DRC discrimination against women in many as- pects is still very common. Increasing people’s knowledge of human rights and women’s rights in particular is an es- sential prerequisite for the promotion of gender equality. Both women and men are engaged in the education and sensitisation work done by FCA’s local partners. Despite on- going efforts, the challenges remain considerable and many men and women still lack awareness about their rights. Women’s and human rights violations to be taken to the court system, with special attention to the protection of the most vulnerable groups. Women’s leadership is too often considered as a problem. As a result, FCA had to terminate the collaboration with one partner. Capacity of partners’ financial management was continued to improve due to identifica- tion of weaknesses, support and training given to them. This has increased quality of partner’s reporting even though support is still needed.

The project reporting of partners was also found at times insufficient. The partner reporting was often based on num- ber of activities instead of results. FCA provided more guid- ance on results based reporting and streamlined the information pro- vided by different partners.

In 2013, FCA’s Regional Office faced also some internal challenges including investigation of mismanagement (see also section 2.7, under “Finance Figures 2013”). FCA inter-
nal monitoring system observed inconsistencies regarding payment of taxes by FCA CARO to the authorities in the DRC. The following special purpose audit concluded that payment vouchers were not supported with original receipts and taxes paid as per FCA records differed significantly with amounts as per statements from the tax authorities. During 2013 FCA started to implement recommendations given for the CARO as a result of the investigation.

Overall financial management of the Country Programme improved significantly during the year at the FCA’s Regional Office. We have over the period identified key weaknesses in our systems and set in place measures ranging from re-creation of a new Finance & Administration Coordinator. Strengthened office resources also increased the budget of the CARO office during 2013 (see Annex 2).

3.3 East and Southern Africa

In 2013, the FCA East Africa Regional Office became the East and Southern Africa Regional Office (ESARO) as responsibility for FCA programmes in Angola, Mozambique and Zimbabwe were added to the regional mandate in addition to Kenya, Somalia, South Sudan, Uganda Djibouti and Ethiopia that were already managed from Nairobi. This expansion included the recruitment of new regional support staff based in Nairobi as well as an expansion of presence in the Programme Countries in the region. Offices in Kenya, Somalia and South Sudan were strengthened and a registration process to open a Country Office in Uganda in 2014 was started in 2013. As some programmes expanded, FCA also phased out of activities in Djibouti as part of the strategic plan to consolidate efforts into key focus countries as well as ending humanitarian projects in Ethiopia.

Peace Building and Education in Emergencies were the focus themes of ESARO in 2013. FCA’s mediation work in Somalia was developed further to engage more strongly with governance and long-term stabilization efforts. Drawing on the lessons learnt from Somalia, FCA began preparing for the expansion of peace building activities into Northern Kenya and South Sudan, where similar types of ethnic conflict exist. FCA was also involved in advocating for peaceful elections in several countries in the region, working with religious and traditional leaders to promote peace.

In Education in Emergencies, FCA supported activities in refugee camps in Djibouti, Ethiopia, Kenya and Uganda. Recognizing greater needs in the countries of origin of the refugees, FCA decided to begin to focus future education in emergencies activities to target IDPs within Somalia and South Sudan. The FCA’s third theme, Right to Livelihood, continued also to be adapted in the programme portfolio of the region. Livelihood projects continued in Uganda, Mozambique and South Sudan as well as in Angola and Zimbabwe. Furthermore, support for demining continued in Angola.

Recognizing the extensive needs within the ESARO region, FCA began to approach international donors for resources to expand programmes. Contracts were signed with the Somalia Stability Fund/DFID, UK Stabilisation Unit of the British High Commission and the European Union for additional projects within the region. FCA also participated in ACT Appeals in Somalia, South Sudan and Mozambique. These initiatives have increased the visibility of FCA in the region and increased resources to carry out our programmes.

FCA is a member of ACT’s forum in Kenya, Somalia, Uganda and Southern Africa. In Kenya ACT’s forum, FCA acted as a chair for six months in 2013.

Overview of the Kenya Programme

FCA established the office in Kenya already in 2010. The focus of the presence has been strongly regional, and the year 2013 was the first year when Kenya Country Programme’s development work started to be developed through the identification of a local partner, even though humanitarian assistance projects have been implemented already in past years. At the end of 2013, the formal decision to accept TUPADO as FCA’s local partner was made and a livelihood assessment was conducted in Turkana area in Northern Kenya in order to plan future activities with the partner.

Kenya Programme Objectives and Achievements

Kenya

**Right to Livelihood**

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways.

- TUPADO was identified, assessed and approved as a local partner to implement livelihood and DRR project in Turkana. Also a livelihood assessment was undertaken but activities could not be implemented due to conflict which erupted in the identified project area. Therefore components of the education project in Dadaab camp contained FCA’s financial support for LWF activities on special needs education and early childhood development.

Even though the programme is still new and quite fragmented, there are long strides already made especially in peace projects which are at the inception level. However, each of the on-going projects has programmatic aspects of FCA’s Regional Programming in East Africa.

**Programme Objectives and Achievements**

**Actual Costs:**

- EUR 562,821
- MFA partnership agreement (PA) EUR 459,680

**List of Projects:**

- 10761 East and Southern Africa Regional Programme Office
- 10755 Pan-African Climate Justice Alliance (PACJA) climate change
- 10760 Development of East Africa Regional Disaster Preparedness
- 10796 Monitoring and Human Resources to Regional Somali Refugees Programme
- 10762 East African Humanitarian Partners Capacity Building Workshop
- 11236 Regional Advocacy Project (ACRL) Strengthening Multi-Religious Collaboration for Peace Building, Reconciliation and Sustainable Development
- 11239 Regional Programme Implementation and Local Partners’ Capacity Building
peace building activities have been started by FCA in the project area in 2014.

- The livelihood assessment was conducted. Key recommendations are summarised in “Studies” section.
- In Dadaab through LWF, 20 youth were trained on driving, 57 people on tailoring and 48 participants were trained in soap making processes. All these will ensure livelihood or employment for the participants at the end of the project.

Right to Education

Children and youth living in disaster (both natural or man-made) affected communities have equal, uninterrupted access to quality education and safe and protected learning spaces through preparedness and response capacity of communities, including authorities

- FCA commissioned a learning space assessment one month after the launch of EiE project in May 2013. Emerging from the assessment findings was the realisation that LWF did not have the technical skills (structural engineers) to plan and implement high quality, innovative school project. Following the assessment findings, FCA recruited a structural engineer to support LWF in Dadaab to design Early Childhood Development Centers (ECDCs).

As a result of the technical designs for ECDCs, the ministry of education in Kenya approved the designs which were used to construct the newly completed two ECDCs. The admirable centers located in Kambioos camp in section 8 has made it possible for 100 children to get a place to learn. Each classroom is able to accommodate 50 learners.

- Kenya is also one area having negative impacts of climate change. Therefore climate sensitivity was considered and ensured in all projects. FCA climate mainstreaming tool acted as a point of reference in this regard. For example in Dadaab, classrooms were designed in such a way that was sensitive to possible floods in the area and sufficient water drainage facilities were considered. Any destruction of natural vegetation during the construction process was not allowed.

- In Dadaab refugee camps, FCA and its partner LWF identified a total of 29 teachers and sent them for an intensive training of communities in planning, decision making, monitoring and development.

Right to Peace

- Right to Peace was a cross cutting principle in the Kenya Country Programme in 2013. FCA was part of the ACT Kenya forum that advocated for peaceful election by airing peace messages through local media. This was mainly due to the fears of possible repetition of the post-election violence that took place after the 2007 elections.

FCA was actively involved in peace advocacy efforts concerning Kenya and the region through the Kenya ACT forum.

- During 2013, FCA applied funding from international donors for implementing peace efforts in conflicting communities in Northern Kenya. The plans realised and the project started in early 2014. Peace theme is strengthened in the future.

Studies

FCA conducted an assessment on a new proposed livelihood and DRR project area in Northern Kenya, Turkana and Pokot communities (annex 7). The key findings were:

- The poverty prevalence rate and poor access to basic services in the whole region covered during the assessment is extremely high.
- It was noted that drought is the main disaster in Northern Kenya. Drought is changing in complexity, periodicity, intensity and its overall impact on the livelihood of the local communities. In the two counties, the rate of deforestation is very negligible in light of the very high rate of forest clearing mainly for purposes of extracting short term livelihood opportunities through burning charcoal. Thus, the reality of climate change may complicate issues in the region and needs to be addressed.
- There exists very clear social and cultural boundaries in the allocation of power and responsibilities which are negatively creating impediments in development of livelihood opportunities for different groups, such as women and youth, among the two pastoral communities living in the Northern Kenya region.
- Constraints of youth opportunities. There is high literacy levels and shortcomings of the formal education system affecting youth from Pokot and Turkana pastoral communities. Hence, the need for deliberate move to promote and encourage youth sensitive entrepreneurship opportunities for both short-term and long-term employment opportunities.
- Diversifying livelihood options: Pastoralism and livestock is the main source of livelihood. Although a range of non-pastoralist livelihood activities are being pursued, very few of these activities return as much income as livestock production and still employ a significant size of the population compared. Dependence on one source makes the communities vulnerable. Therefore livelihood options should be diversified and there are good possibilities and demand for example green vegetable production.
- Gender disparity in livelihood opportunities is high. Women's possibilities for diversified livelihood options should be supported.
- The impact of community village banking concept have showed good results in other parts of Northern Kenya and thus should be considered integrating as a one component of proposed livelihood project.

Capacity Building

In the year 2013, there the human resources and accountability of partners were strengthened.

- On human resource (HR) management of LWF office in Nairobi has strengthened. Capacity building has improved the communication with staff and better staff retention. These aspects are a core in quality programme implementation. The current project in HR – which is a continuation of the FCA support – is focusing on the values added by HR and on developing Result Oriented Job Descriptions.
- Accountability has been strengthened through training of staffs and beneficiaries. The focus of the FCA support has been on two different events. First a capacity building workshop for LWF staffs from Country Programmes across East and Central Africa was organised in Nairobi. From LWF four staffs were trained. As a follow up to this, accountability training and capacity building was done in Kakuma during October – December with the main focus being information sharing with beneficiaries and communities served, participation of communities in planning, decision making, monitoring and training.
- Additionally, in the context of the Dadaab EiE -project technical support provided by FCA included the following:
  - Transparent tendering process
  - Contract management
  - Site supervision
  - The management of quality
  - Production of quality reports with gender disintegrate information
  - Designing EiE projects

Challenges Remaining and Lessons Learnt

Kenya Country Programme is a new one despite the location of Regional Office in Nairobi since 2010. Country Programme is still searching its shape and focus of work.

The livelihood assessment was conducted in 2013 and a project was planned to start in Northern Kenya with a new partner TUPADO. However the plans had to be postponed because of escalated conflict in the proposed project area. FCA decided to start peace related activities in the area drawing from experience and successes in the other parts of the region. The changed plans were communicated to TUPADO and future possible opportunities to partner with them are kept open once situation settles.

The new county governance in Kenya has not done much in areas of Northern Kenya (Turkana and Pokot). For example there are no foreseeable plans in order to enhance the situation of children’s school attendance. Therefore there are big needs for development programmes in Northern Kenya. However, the allocated funds compared to the needs on the ground do not totally match and therefore new resources should be sought.
Overview of the Somalia Programme

Somalia ranks as one of the least developed countries in the world. Twenty years of civil war and widespread militia rule have undermined Somalia’s viability as a state and remains as barrier to meeting the Millennium Development Goal (MDG) targets. The collapse of the central government in 1991 has over the years translated into high insecurity, poor infrastructure, abuse of human rights and impunity of law breakers.

During the year 2013 FCA remained active in local, regional and national networks on peace building as well as documented its unique three-fold conflict resolution approach composed of conventional, Somali traditional and Islamic methods into a Conflict Resolution Manual. Due to the conflict-prone context and FCA’s expertise in peace building, the Right to Peace remained the strongest theme in Somalia. This can be seen in the increased donor funding to FCA’s peace work. During the year FCA attracted a noticeable donor, Department for International Development (DFID), to fund two new peace projects and the DFID funding for SSPPI project is channelled through Somalia Stability Fund (SSF). During 2013 a total of six peace projects were implemented of which two will directly continue into 2014. FCA implemented an emergency response project in two of the most affected coastal districts of Puntland. The project provided 700 households with cash sufficient to purchase a minimum food basket as per Sphere Standards for a period of two months.

Programme Objectives and Achievements

Right to Education

• Somalia Country Programme did not implemented education projects in 2013 as its focus in terms of human resources and funding was on peace work. However, during 2013 a concept note on peace education in So- maliland and Puntland was developed targeting UNICEF’s expected call for proposal on peace education. In addition, it started drafting a project proposal on TVET in Somaliland. While working on the project ideas, FCA identified the need for allocating adequate human and financial resources to conduct necessary groundwork for the proposals. Thus, investing in a thematic assessment on education in Somalia would benefit FCA’s aim to expand its programme work to include education.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth.

• With the support of PIP project, FCA supported Ministry of Women and Family Affairs in Puntland and empowered women-led organisations to sensitise women leaders from all regions of Puntland when it comes to their active role in peace building and conflict resolution. As a result, women’s peace building plan has been developed by Puntland-wide “District Women coalition”. Furthermore, the project supported raising awareness on peace, conflict resolution and human rights.

• The Central Regions Conflict Resolution project supported seven clans to hold preparatory meetings for intra-clan reconciliation to take place. One of the primary planned projects of the result was to address the major longstanding intra-clan issues which have inhibited co-operation and further reconciliation. The majority of these intra-clan issues have resulted in violent and fractious disputes including loss of lives and limited movement due to insecurity. At each of the intra-clan meetings in 2013, resolutions were made on some of these more serious issues. In addition, women’s committees were part of the Ahgal intra-clan resolution meeting and the Habar Gidir preparation meeting. Women were also included within the resolution meetings with the Dir, Marehaan, and Harti clans. Women have played a distinct role as pressure groups who apply pressure on the traditional pressure groups who apply pressure on the traditional leaders for a period of two months.

Local communities have strengthened their resilience to shocks including natural and man-made disasters and the effects of climate change that negatively impact their livelihoods.

• Project work on livelihoods in 2013 focused on humanitarian assistance. During the year it was successfully implemented three projects: two cash for work as a response to drought affected areas in Awdal and Sahil regions of Somaliland and a humanitarian emergency response project to the cyclone affected areas in Hargeisa. The projects improved livelihood conditions of the beneficiaries and lifesaving assistance reached the affected community members in the areas of operation. As a result, the target communities’ resilience as well as standard of living improved supporting the recovery processes.

• Drought response included two cash for work/ unconditioned cash relief projects in pastoral and agro-pastoral villages in three drought affected regions in Somaliland where 2,500 households not only were enabled to get access to food and meet other immediate basic needs, but also were able to strengthen the overall community resilience against future shocks by rehabilitating community assets such as rural feeder roads and irrigation canals through to the cash for work schemes.

• In addition, as an immediate response to the tropical cyclone affecting Northern Somalia in November 2013, FCA implemented an emergency response project in two of the most affected coastal districts of Puntland. The project provided 700 households with cash sufficient to purchase a minimum food basket as per Sphere Standards for a period of two months.

In South Central Somalia, there has been an articulated understanding of the value of safety and the continuity of safety in each of the preparatory meetings for intra-clan reconciliation. The acceptance of reconciliation initia-
tives is in itself an attempt at developing greater security stability and a culture of peace. The leadership of the tra-
ditional elders enhances the validity of these points.

• Traditional and religious leaders as well as regional and local authorities played a key role in conflict resolu-
tion supported by SPPI project resulting in the resolu-
tion of seven active conflicts in Sool, Sanaag and Mudug
regions. Furthermore, as evidenced by FCA’s observa-
tion, the religious leaders have actively participated in
dismantling and dismantling clan militias when conflicts
erupted in Sool and Sanaag regions. Due to cultural re-
strictions, women have not been directly participating in
inter-clan resolutions. Instead, they have resolved conflicts within/between families and
neighbours. In addition, 379 (205 men, 174 women) beneficiaries including religious and traditional leaders,
authorities, women and youth were trained in conflict
resolution. The trainings were conducted using FCA’s
conflict resolution manual which combines the conven-
tional, Somali traditional and Islamic conflict resolution
techniques.

• In SPPI project, the key local community leaders and
authorities have jointly carried out peace awareness
campaigns to areas where conflicts started. In addition,
regional peace building plans have been developed as part
of the project. The plans include a need for reviving
culture of peace among community members.

• Through the SPPI project it was also established and
strengthened regional peace committees with planned
action plans to address underlying root causes of con-
flicts and promoting sustainable peace. The project
has been established under heavy con-
sultation with the SFG. The government has engaged in
each of the preparatory and actual meetings either by
sending a representative of the Ministry of Interior and/
or sending a delegation of members of parliament to the
region for the meeting.

• Through SPPI project during the regional quarterly dia-
logue meetings in Sool and Sanaag, state and non-state
actors identified root causes of conflict. Based on this,
they developed a regional peace building plan that will
be validated at the first meeting in 2014. The final ver-
ion will include a selection of five root causes of con-
flict to be addressed by the regional peace committees.

Capacity Building

In 2013, full updated partnership assessments of two imple-
menting partners in Somaliland, CLHE and Haqsoor, were
conducted. In addition, HACP’s and Center for Research
and Dialogue’s (CRD) financial capacities were assessed
using the updated FCA partnership assessment format.
CLHE scored high in both the PMER and financial side
of the assessments, focus was placed on supporting the other
implementing partners. Programmes identified the
following capacity gaps in Haqsoor: weak senior level
management (Board and CEO) and capacity building needs
in workplanning and reporting capacities. The senior level
management issues were discussed within the donor and
project staff and an official communication was sent to the board.
FCA staff focused on capacitating Haqsoor’s project staff on
PMER. This included joint workplanning sessions, sharing
of activity reporting and participant list formats as well as
providing thorough comments on Haqsoor’s reporting.
This has proven successful. Haqsoor’s increased capacities to set
and keep targets as well as report on the progress made is
evident in the activity reports and quarterly report from late
2013.

The financial part of the partnership assessments of HACP, Haqsoor, CLHE and Center for Research and
Dialogue (CRD) identified the need to have the local partners
operate an accounting system that would not only meet the
financial management needs of the local partner but would
also enable them to provide more relevant financial report-
ning. As a result, the local partners’ Capacity Build-
ing project the purchase of QuickBooks 2011 was made
and installed it in the offices of HACP, Haqsoor and CRD.
CLHE had an appropriate accounting system in place and
did not need QuickBooks. As part of this process, training
on QuickBooks was organised in Hargeisa to the three key
finance personnel from HACP, CRD and Haqsoor.

In terms of other capacity building, FCA supported
HACP in security and safety related operational costs
through Partners’ Capacity Building project. In South Cen-
tral Somalia general management structure of CRD has in-
creasingly improved as a result of continuous on-the-job
support of Central Regions Conflict Resolution Project Man-
ger. Furthermore, the local partner has improved in its data
collection, understanding of positive and negative imple-
mentation issues and project documentation, a way of
improving the quality of its reports. This is evident in
observing the partner’s work and reviewing its reports.

Challenges Remaining and Lessons Learnt

Integrating the three strategic FCA themes in Somalia Coun-
try Programming would be very important given the po-
tential synergies and complementarities between the themes.
This is very important as the three synergies have been
among the objectives in the last couple of years.
However, the planning and particularly the actual
implementation of such integrated programmes are not
necessarily to have someone who is eligible to participate but
also can report back, guide conversation and help imple-
mentation. When the intra-clan reconciliation process had a
strong backing from the Somali Federal Government
(SFG), the process came to stronger and outcomes were better
than when SFG did not engage. Therefore FCA’s peace projects
are actively engaging decision-makers and authorities in
bottom-up process.

The conservative Somali society is largely male-domi-
nated and women have little direct role to play in resolv-
ing conflicts in the field. Yet, they are pivotal for any peace-
building and conflict resolution efforts. For example, by
including women in the reconciliation meetings, the Cen-
tral Regions Conflict Resolution project has added signifi-
cant value to the productivity and pressure for success of
the meetings. Women were given a distinct and important
role in the advancement of these meetings and they played it
to pressure the traditional elders to find positive solutions
during the meetings. By recognizing women’s remarkable
contribution to intra-clan peace processes in South Central
Somalia, the project linked to FCA’s higher level advocacy
work in promoting Somali women’s participation in nation-
al peace processes. For humanitarian and development efforts in Somalia, insecurity and instability are usually considered as seri-
ous potential obstacles. This has not been the case only for
the volatile South Central Somalia (SCS), but also for the

Decision-makers are willing and equipped to bear their re-
sponsibility to promote citizen security, including peaceable
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

• PIP project contributed to and supported the newly ad-
opted peace building policies in Somaliland and Punnt-
usually more stable Northern provinces of Somaliland and Puntland. In SCS, the armed confrontation between Al-Shabaab and African Union Mission in Somalia/SFG continued which has impacted also the local population and at times further restricted humanitarian operations. The targeted assassinations remotely controlled explosive devices and suicide bombings remained a very serious threat in Mogadishu throughout 2013. When it comes to the Northern Somalia, fortunately most of the serious security-related risks did not materialise. FCA’s main approach to mitigate the above mentioned security risks is to train its staff, stay updated and alert as well as maintain working communications with NGO Safety Programme in Somalia. For example, the PME Officer as well as Programme Manager based in Mogadishu participated in Hostile Environment Individual Safety Training course in Hargeisa in the autumn 2013.

Following the recommendations from Puntland government, which favours INGO-LNGO partnership rather than INGO-INGO partnership, FCA decided not to implement anymore projects with ADESO which was LNGO now grown into INGO. FCA did not officially discontinue the partnership and ADESO remained partner. It was agreed to join forces, when opportunity and need arises for Somalia operations.

Uganda

Overview of the Uganda Programme
FCA originally started operating in Uganda due to the conflicts in the northern part of the country. Discontent in the North gave rise to resistance, including groups like the Lord’s Resistance Army, abducting thousands of children and randomly killing and destructing in Uganda and neighbouring countries. There has been a significant return of those displaced by conflict in northern Uganda. The overwhelming majority of the 1.8 million internally displaced people (IDPs) who lived in camps at the height of the crisis returned to their areas of origin and others were resettled in new locations during the year. However, returnees faced continuing difficulties due to inadequate basic services and limited support to rebuild their livelihoods. The return process was also marred by land conflicts which lead to violence in some areas.

Because of the history of the country, Country Programme has focus on LRRD. FCA’s work in Uganda focuses on the country’s poorest people and on the most economically deprived areas. FCA works with communities that have been affected by conflict in Northern and Eastern Uganda as well as south western region to improve their living conditions and claim their rights by holding the duty-bearers accountable. FCA implements through the partners a broad range of work - from helping to reduce poverty in rural areas to enabling people to be better prepared for disasters, as well as promoting the rights of women and other marginalised communities.

During 2013 Uganda faced influx of refugees from the neighbouring countries. The conflict between M23 and the Government of the Democratic Republic of the Congo (DRC) that started in 2012 resulted in tens of thousands of refugees fleeing the DRC into Western Uganda in 2013 stretching Uganda’s social services and humanitarian resources to breaking point. FCA together through the ACT Uganda forum supported Education in Emergency activities with our own disaster fund. Similarly, thousands of South Sudanese fleeing violence in December 2013, crossed into neighbouring Uganda, where resources and land to meet their needs was in short supply. By the end of 2013 some 7,580 South Sudanese had entered Uganda.
Uganda being a relatively stable country, most of FCA work concentrated on livelihood development and disaster preparedness and risk reduction (DRR) remained as an integra-

tal part in all projects. However, due to the influx of refu-
gees from South Sudan and the other man-made disaster projects, Education in Emerg-
cencies work was implemented to provide second chance education opportunities to school going children. Two of the livelihood projects, Sembabule community based -project and Katikkiro Integrated Rural Development project, were evaluated in 2013. Main results are included in this report.

FCA continued to cooperate with our long-term partner Lutheran World Federation (LWF) Uganda, as well as two of its partners, Uganda Chites, Education in Emergent-

ciencies and Uganda Community Action Plan (UCAP) and Church of Uganda (CuO) – PDR. Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways.

- At the start of the Pader project, 1,600 farmers were regis-
tered and involved in different income generating activities (crop production, livestock rearing, petty busi-
ness, charcoal burning, and selling out labour). Out of these 1,600 individuals, only 1,200 were having a sta-
table income generating activities which are sustainable.

FCA through LWF supported all the registered individu-
als with inputs, trainings and other skills to support their income generating activities. As a result by the end of the year, 1,501 households have realised a percentage increase in income from their enterprises returns. Com-
mercial farming as for source of income increased from 38 % to 62 % and casual labor on farms from 30 % to 79 %.

- A total of 1,501 (M=444, F=1,057) farmers were trained on VSLAs and started practicing saving at household lev-
el. Almost 50% of the households were able save 20,000 shillings per month at the start of the year. The project also trained and facilitated running of village savings and loan as-
sociations among 1,501 individuals in 37 farmer groups in Pader district.

- The end of year monitoring data showed that 13 of the 26 VSLA groups formed and supported in Katakwi district, Eastern Uganda were able to share out Uganda shillings 43,526,700 in December 2013. The shared out money was used individually to initiate livelihood and income generating activities. Farmers were acquiring bullocks for ox-plough, construction of huts, buying household items and food, and payment of school fees for the chil-
dren. Successful VSLA groups encouraged more house-
hold members to join the new VSLA groups and save to im-
prove their families.

- The evaluation of Sembabule project confirmed in-
creased farm productivity among 1,200 food insecure house-
holds as a result of the same quantity of reduction on number of households that graduated from having one meal to between the baseline and end of year evaluation.

- Ssembale evaluation findings also indicated that 86% of the households interviewed had some surplus after harvest in the immediate last season. Therefore an in-
crease of farm productivity of 30% was met based on reduction on households who had only one meal and the fact that 79% of target households accessed their food from their gardens.

- Gulu and Oyam district project aimed at improving live-
lihood among people who earn less than US$1 per day in Paicho Sub-County of Gulu District and Oyam Sub-
County of Oyam District Northen Eastern Uganda. The primary focus group for the project was a total of 4,179 commu-
nity members of selected model parishes in Paicho Sub-
County (Gulu District) and Oyam Sub-County (Oyam District). This target groups comprised of poor grassroots men and women engaged in subsistence agricultural pro-
duction. The target group was also comprised of small scale artisans, petty traders as their main forms of occu-
pation. Among the target group was a significant number of out-of-school youths that had attained adult age but lacked gainful employment skills. The project employed the VSLA methodology and ten groups consisting of 300 members were trained. Through the VSLAS, group mem-
bers were able to plan and invest in long-term activities, and meet expenses such as healthcare and education costs for their families. The project provided participants in improved agricultural practices. The objec-
tive of the training was to equip participants with skills in improved agricultural methods. As a result of this training, par-
ticipants started establishment of Kitchen gardens, planting improved seeds and in rows in order to realise high yields.

Local communities' right to food and education opportunities to school going children. Two of the

- The Kumpala slum dwellers advocacy and development project, scaled up to 4 additional citizenship, Mharura, Atua, and Mhale in 2013. The project of the urban poor built capacity and advocacy skills for slum dwellers to become key stakeholders in the urban devel-
opment and improve livelihoods. This expansion of the project to national scale provided an opportunity for having more members in order to realise a strong voice for the urban poor to contribute towards influenc-
ing policy.

As a result of various engagements, the Government of Uganda through its different line ministries realised that local citizen participation is a useful tool to enhance public policies responsiveness to the peoples needs.

FCA partner LWF through ACTTogether, participated with Ministry of Lands, Housing and Urban Development in the formulation of a National Urban Policy in response to rapid urbanization.

- The “Empowering Communities for Sustainable Liveli-
hood” is implemented by CuO-PDR. The project sought to promote the right to food and education among 400 target rural households. The targeted households were supported by training 20 Farmer Mentors to offer exten-
sion services to the targeted rural households, and 40 Volunteers for Community Action (VCA) who promote social accountability and good governance in educa-

- Notably, the project employed the Self-Help Ap-
proach with more emphasis on training and extension services for the farmers and advocacy for quality service delivery. The project facilitated Farmer Mentors with bicycles to facilitate their voluntary technical backstop-
ing to their farmer groups. Furthermore the knowledge acquired has built the confidence of the VCA to actively engage in social accountability. For instance the VCA in Yumbe district reviewed the operations of a government programme, National Agricultural Advisory service in 2013. The review revealed accountability issues which the VCA brought to the attention of the responsible duty bearers for action.

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development.

- Katikkiro project supports school feeding in Palam Prima-
ry School through agriculture by delivering potato vines, maize, vegetable seeds and green grams. The dialogue meeting was conducted with the parents in Palam Pri-
mary School at the closure of first term in May 2013 and the parents agreed to contribute 1 basin of sliced pota-
toes for each of the 1000 farmers, the parents also agreed to cook at the beginning of second term. The 178 children in upper primary can now access mid-day meals on a daily basis and the school was able to open and register the candidates for primary seven class.

Girls and boys living in disaster (both natural or man-
made) affected communities have equal, uninterrupted access to quality education and safe and protected learn-

- EiE project in the Rwamwanja settlement focused on en-
abling Congolese refugee children to get access to edu-
cation by providing of learning shelter in refugee settle-
ment, implementation of DRC education curriculum and skills training for youth. Child friendly learning spaces (six classrooms and two teachers houses) were con-
structed. The construction of classrooms in the settle-
ment reduced on pupil classroom ratio from 1:290 before the start of this project to 1:177 at the end of the project; it also reduced on the congestion within the schools in the settlement.

Right to Peace

Decision-makers are willing and equipped to bear their re-

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Joint Christian Council spearheaded dialogue meetings between the host community and the refugees in Rwamwanya. Rwamwanya refugee settlement was gazetted by the Government specifically to host and resettle refugees who had been living in precariously between the Congolese refugees and the displaced Ugandan natives in Rwamwanya Refugee Settlement. This project involved Religious leaders who conducted dialogue meetings which prevented the outbreak of further violent conflicts as well as the escalation of violence between the refugees and the host community.

Evaluations

Two of the Uganda Country Programme’s projects were evaluated in 2013. Both of the evaluation reports are attached to this report (Annex 8).

Sembabule community based project

The Sembabule community based project started in 2004 with the support from FCA as a community based response to the HIV/AIDS pandemic. Phase I and II focused with the support from FCA as a community based response to the HIV/AIDS pandemic. Phase I and II focused on increasing awareness on HIV/AIDS to positively change responses to the HIV/AIDS pandemic. Phase I and II focused on increasing awareness on HIV/AIDS to positively change the HIV/AIDS knowledge and awareness had improved HIV/AIDS prevalence rates from 17.8% in 2002 to 10.7% significantly but misconceptions were still prevalent at community level.

- Evaluation findings show that 90% of the households were aware of good environmental practices and majority (82%) was involved in tree planting. The intervention was, however, being done at a small scale limiting its effectiveness. Termite and pests, prolonged drought and charcoal/brick burning remained key environmental challenges.
- Community sensitisation, health outreachs and livelihood activities (VSLAs) were the most felt project interventions at community level. The change from focus on individuals to solidarity groups increased the effective-ness of interventions. Additionally, engagement of com-munity based structures like VAGs, village health teams and school anti-AIDS clubs enhanced the project’s reach and impact.

The Sembabule project continues in smaller scale with other funding sources after FCAs exit in 2013.

Katakwi Integrated Rural Development -project

Katakwi Integrated Rural Development project was implemented by LWF with support from FCA to respond to the resettlement needs of people in Katakwi and Amuria dis-tricts that were returning from Internally Displaced Peoples Camps (IDPs) after years of insurgency and cattle rustling caused by LRA rebels in 2003 and Karamojong respectively.

In light of evaluation results presented in the report, the evaluation recommended as follows:

- Continuing or containing Katakwi project phase III was noted that in spite of the interventions undertaken by the programme, Katakwi and Amuria communities required further support in education, child protection, gender, health, food security, disaster risk reduction, and water and sanitation.
- Future LWF projects of this nature should provide for a mid-term evaluation. The entire Katakwi project was de-signed to run for six years but with no provi-sion for mid-term review.
- In the event of Katakwi project III, LWF should support community based structures, created by the project, to transform into formal CBOs or associations.
- Future LWF interventions in Katakwi and Amuria should promote agriculture both as a source of food and business.

FCA continues to support the Katakwi project in developing a sustainable transition and new plan for the following years as FCA will phase out from the project after 2015.

Capacity Building

During 2013, one local partner, Uganda Change Agent As-sociation (UCAA) as a capacity building project on HIV/AIDS prevalence from 10.7% in 2010 and subsequently to 8.2% by the end of 2013. A significant change in sexual behaviour especially among the youth was equally noted. Findings indicated that HIV/AIDS knowledge and awareness had improved significantly, and the impact of the project was sustained by the district. The project largely achieved and in some cases exceeded the objectives set for the three phases.

- Interventions were found to be highly relevant to the needs of the target population especially the fight against HIV/AIDS and improving livelihoods. The project interventions targeted well with district and national priority areas, and were also aligned to the LWF Country Strategy (2009-2014). Furthermore, the project livelihood inter-ventions were in tandem with the FCA right to liveli-hood theme.
- The project largely achieved and in some cases sur-passed, planned outputs especially in Phases I and II. The challenge, however, during these phases was the potential of achieved outputs to significantly contribute to the desired project outcomes, given that the project geographical spread was vast.
- In Phase II, a number of objectives on water and sanitation a well as support for OVC were not accomplished owing to both funding limitations and changes in do-nor and LWF priorities. The implication of this adjust-ment was absent of systematic DRG strategies, neglect of vulnerable youths and children, and limited or no emergency response to interventions.
- It was not possible for LWF to be able to fill some of the afore-mentioned gaps through introduction of other projects; unfortunately these projects were not treated as part of the Sembabule project.
- It was noted that the LWF founded youth vocational training centre was handed over to the district through the process which was poorly planned. The district was not prepared to manage the associated responsibilities leading to the centre. By the time of closure, the centre had trained up to 234 youths (100 Male; 134 Female) in various vocational skills. The evaluation established that 10% (22) of these trained OVC who had initiated viable IGA mostly in tailoring, carpentry and agriculture. Of these, 50% of them were able to earn at least UGX 100,000/= a month and thus able to support the families.
- Regarding household incomes, it was observed that 67% of the households had sold of garden products as their main source of income while a significant number depended on petty trade, boda boda transport business and casual labour, a positive change from the baseline status as sources were diversified. Findings indicate that most households targeted receive most of their incomes seasonally and monthly which could provide important insights on how to alter savings and loan prac-tices to allow savers save more during bumper harvest seasons. Women dominated the loan take up and thus most vulnerable compared to men who were ma-jority in upper income brackets. All respondents inter-viewed had joined VSLA groups and 43% (71) of them had saved between UGX 100,000 and 300,000 with the groups. Overall, 67% of respondents who had obtained loans from VSLAs to start IGA were women and the IGA included mainly crop farming (67%), retail trad-ing (22%), sale of livestock (9%) and boda boda business (5%).
- Concerning health, findings indicate that LWF as a key actor had contributed significantly to the reduction of HIV/AIDS prevalence rates from 10.7% in 2010 and subsequently to 8.2% by the end of 2013. A significant change in sexual behaviour especially among the youth was equally noted. Findings indicated that HIV/AIDS knowledge and awareness had improved
South Sudan

Overview of the South Sudan Programme

The social and political situation in South Sudan is not stable. In addition to the volatile situation with the northern neighbour Sudan, inter-community conflicts over cattle, water and other natural resources continue to cause displacement and death. The violence has affected thousands of people, with many of them being displaced and many more losing their livelihoods. On a political scene, the internal dissonance within the leadership of the governing Sudan People Liberation Movement party led to the dismissal of top government officials. The fighting initially confined to the capital Juba quickly spread to other part of the country. The atmosphere of distrust among various ethnic groups created a humanitarian and economic crisis, and sabotaged the already slow recovery of the newly independent countries.

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Decades of independence war with Sudan and protracted internal conflicts have destroyed communities’ livelihood assets. The low institutional capacity and consequent shortfalls of extension services and skill exposure make the recovery difficult and is thus in the focus of FCA’s support to local institutions in development of agriculture, entrepreneurship, and job-oriented vocational skills.

South Sudan continues to rank at the bottom of global education indicators with only 44% of children enrolled in primary school and conflict, natural disasters and displacement compounding low rates. Teacher capacity is exceptionally low as only 2.7% of South Sudan’s 28,000 primary school teachers have a tertiary qualification and only 44 percent of teachers having completed primary school education. On average, South Sudanese schools have a ratio of 198 pupils for every teacher, and the situation is significantly worse in emergency-prone areas. Furthermore, it is estimated that 80% of the country population cannot secu- rity, political and social issues. We also put together a consortium of stakeholders including the Sudan Council of Churches (SSCC) and ACT Alliance South Sudan, Lutheran World Federation and Development Association (MRDA), Resource Centre for Indigenous Peoples (RECONCILE), and the national government, churches) response to the crisis and practical policy responses by the international community as well as looking at the origins of the conflicts in the target area and to some extent, the entire country.

Education Cluster objectives.

in emergency, education access, and improvement of education quality in the country. In this perspective, FCA has expanded the education expertise by having the Regional Education Coordinator based in South Sudan. During 2013, FCA has become an active member of the National Education Cluster as well as the Jonglei Education Cluster, and ensured that FCA education programming were in line with Education Cluster objectives.

The 2013 humanitarian interventions in Warrap and Jonglei States combined education and food security activities as well as a plan to gradually introduce long-term development activities in the LRRD context to ensure that alleviation of immediate suffering of IDPs and host communities go together with resumption of economic and other basic activities in the target areas.

Since independence in July 2011 South Sudan has grappled with significant challenges related to internal conflicts and the creation of state institutions. FCA, through Right to Peace strategic theme, committed to contribute to peace building in the country. In preparation for the peace work in Jonglei area - the hotspot of post-independence conflicts in the country - FCA commissioned a study to understand the underlying causes of the various clashes. The study considered the dynamics and actors involved in the conflict and the prospects for peace. It examined the institutional (e.g. government, churches) response to the crisis and practical policy responses by the international community as well as looking at the origins of the conflicts in the target area and to some extent, the entire country.

FCA continued to work with its partners Mundri Relief and Development Association (MRDA), Resource Centre for Civil Leadership (RECONCILE), Lutheran World Federation (LWF) South Sudan, Norwegian Church Aid (NCA), South Sudan Council of Churches (SSCC) and ACT Alliance South Sudan Forum.

Pilot project market oriented agriculture development project “Sustainable food security in Mundri West County” in Warrap State, 1,000 beneficiaries (886 females and 114 males) were supported to plant 100,000 gr of assorted non-staple crops such as sesame, ground nut and other vegetable. Improved and shorter maturity varieties of cassava and ground nut were also introduced.

The ox-plough component helped the pilot group of 20 households (HHs) to acquire each a set of oxen-drawn plough, a highly valued asset that eased up speeded up soil preparation for cropping. It increased cereal farm size from average of 2.8 feddan/year to 7.8 feddans in 2013 while non-project farmers remained at the pre-project size. Project HHs was thus able to triple their annual cereal production covering the annual 2 to 3 month defi- cit experience in the past as well as have a surplus (in average 40% of production) for sale this year and a rea- sonable seed stock for next planting season. Ox-ploughing decreased also non-harvest labour and time which is important significance especially for women.

Tree nursery and vegetable production component included formation of three experimental vegetable production women groups in Mundri. They were trained and supported in seasonal and off-season vegetable production under basic irrigation system. This activities resulted 8 feddans of highly productive vegetable farm were set up, adding between SSP70 to SSP100 to the monthly income each of the women involved. The vegetable activity appealed to a number of young people who have adopted the new income source.

Mundri farmers training Centre (MPTC) component did not respond to expectation. Though under the direct management of MRDA, it failed to deliver commercially viable results.

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.

• 420 people (40% women) in target MRDA’s project’s ox- plow area built resilience to climate change through fast- er, easier and productive crop farming approach leading to higher food production and hence a creation of safety stock of both seeds and lean-time food consumption or sale. Today the farmers no longer worry about household food security but work toward ensuring efficient use of the surplus they are now producing.

• To protect against maize-crop failure, FCA worked with partner and farmers to extend the farming season to non-staple crops such as sesame, ground nut and other vegetable. Improved and shorter maturity varieties of cassava and ground nut were also introduced.

• Resilience against maize market uncertainty was achieved by introducing a poultry production activity to absorb the maize surplus in case of unfavorable price or influx of imported maize in the local market.

• However, FCA acknowledges that it is not enough to build farmers resilience by supporting them to increase and diversify production and income sources; it requires additional actions against different shocks.

• To ensure food security in Jonglei IDPs and Returnees settlements, Akon North Payam of Gogrial West County, Warrap State, 1,000 beneficiaries (886 females and 114 males) were supported to plant 100,000 gr of assorted vegetable seed after agro-technique training in 4 villages.
Right to Education

Girls and boys living in disaster (both natural or man-made) affected communities have equal, uninterrupted access to quality education and protected learning spaces through preparedness and response capacity of communities, including authorities:

- Under Mundri Education and Skill training (MEST), FCA supported Kotobi Institute of Teachers Education for the second year to train 60 primary school teachers (26 males and 5 females) covering 30 pre-service teachers completed the first of the 2 year training programme and 30 pre-service teachers graduated on December 2013 after completing the required 2 year training programme.
- As part of their 2013 practical training, the 60 trainee teachers were deployed to 20 primary schools in four (4) Western Equatoria State Counties (Maridi, Mvolo, Mundri East and Mundri West) where they impart the newly acquired teaching skills on a total of 640 boys and girls for 6 weeks.
- Under the Wutasila Karika-Mundri school building project it was constructed and fully furnished eight classroom rooms and a staff room, a water well, two additional toilets and a perimeter fence to bring Karika Primary School to the UNICEF/Sphere education facility standard. 301 children issued from 2,142 households of 15,000 rural families benefit from this hygienic, accessible, permanent and safe learning environment.
- The Jong humanitarian aid project supported construction and furnishing of two (2) classrooms, and office and storage. The building was completed in December 2013.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth:

- FCA supported Kotobi teachers’ education college to introduce peace education in their curriculum so that the graduate teachers learn to instill peace culture into the learners at early age.
- Religious and traditional leaders and possible other non-structural formalists are positively contributing to conflict prevention, mediation, conflict resolution and peace and actively promote human rights.
- FCA conducted Jonglei Conflict Assessment in 2013 which established the conflict context, causes and types in Jonglei State from the period before the Comprehensive Peace Agreement (2005) to the reporting period 2013.
- Based on the recommendations of the Assessment, the service of the renowned Ecumenical Envoy from South Sudan, Dr. Sam Kobia was hired to work with high level government, opposition, rebels, and church leaders to find a common ground for discussion on conflict situation and possible peace negotiation in South Sudan.
- As result of Dr. Kobia’s engagement the consulted government officials welcomed the idea of the FCA designed approach to the Jonglei issue that the Ecumenical Envoy shared with them and the South Sudan’s Ministry of Foreign Affairs and International Cooperation welcomed the proposal and gave the assurance that the Government of South Sudan will be amenable to improve with the ecumenical community in peace endeavors.

Capacity Building

FCA’s South Sudan Country Office (SSUCC) staff conducted a need assessment for partners’ capacity building (CB) in 2013. The 2013 CB plan was developed based on the following results:

- Financial management and administrative weaknesses identified when reviewing the Management letters of partners’ audits of 2012 as well as the progress reports of FCA funded projects in 2012.
- Review of partners concept notes and full proposals for the year 2013; FCA had to collaborate with most of the partners to work on flow of logic between different levels for those documents.
- Assessment of fieldwork ability of programme staff of partner organisations, especially on participatory methodologies to ensure right holders input in the project planning and feedback on implementation.
- Training needs expressed by partners who identified their PME weaknesses.

A lot of effort was put on one-in-one coaching of partners in many of above mentioned capacity building needs. Furthermore, FCA organised two PME trainings during 2013. The first one concentrated on Participatory Approaches in Project Planning. 11 participants from partner organisations (MRDA, RECONCILE and SSUC) attended the end of training feedback shows that participants have improved their understanding of the concepts, principles and rationale of participatory approaches, strengthened their skills in applying different participatory techniques and approaches in project planning, monitoring and evaluation.

The second PME training focused on project formulation and implementation. 12 participants from partner organisations attended. The main objectives of the training was to enhance participants’ knowledge, understanding and skills of the second and third stages (project formulation and implementation) in a Project Cycle, use the training to review 2014 project concepts, discuss full proposal format and content, and conduct clinic on partnership, programme, and projects status. Each organisation discussed their project or programme aspirations and resource needs. The training showed improvement of skills in concept project and proposal formulation as well as development and execution of a monitoring plan.

Substance training was also given on crop and poultry production for FCA’s partner MRDA and beneficiaries as well as training on EiE for Christian Aid, DCA, IWF and MRDA. High turnover of partners’ staff reduces the institutional knowledge and capacity despite our capacity building efforts. Partners are either not capable of hiring well-qualified staff and regularly lose trained staff to bigger organisations due to poor working conditions engendered by limited resources available. This seems to be continuing challenge, however, FCA will support partners and look for solutions for example by seconding volunteers or staff to accompany partners in their work.

Challenges Remaining and Lessons Learnt

Roads in South Sudan are in bad shape and access to areas outside Juba and besides Juba-Nimule area is difficult and in some cases impossible during rainy season, which is often half of the year. Some geographical areas with the most vulnerable communities are only accessible by air and hospital facilities are scarce making the project implementation relatively expensive. Other areas are not accessible due to insecurity caused by the ongoing conflicts. These issues pose challenges on implementation and monitoring of the programme, but FCAs presence in the country has helped the situation and ensured close collaboration with the partners.

Due to fragile peace situations and frequent humanitarian crises, resources spent for development interventions are often diverted to emergency interventions hence a stagnant situation of livelihood strategies and access to basic services (education, health and other civil and social services). In order to make sustainable development possible, government, local and international partners should work towards lasting peace in the country. Despite the community level progress, the peace programme at national level lack adequate direction hence the slow advancement. FCA will look for a relevant entry point that will allow significant contribution to peace both at community level and at national level. The recent posting of Regional Peace Programme Coordinator is expected to give directives to South Sudan Programme in 2014.

FCA has made important contribution on education quality, access and infrastructure in South Sudan, but given the really bad state of education in the country, FCA will re-vise its funding engagement for education programme and consider increasing resources to this thematic area that is of special importance for livelihoods and peace development in the country. FCA will continue to work towards improving access to and quality of education, technical and vocational skills training focusing on market demand as well as facilitating temporary import of necessary inputs, services, expertise to ensure transfer of know-how to nationals. This is possible through support to local partners and also by engaging national leadership and international communities through well-targeted advocacy work.

![Photo: Kofi Ayisa](image-url)
Mozambique

Overview of the Mozambique Programme

High economic growth over the last 20 years (approximately 7.2% per year for the last decade) has not managed to create a more inclusive society. In the contrary, the cleavage between the majority of the population living in rural areas (63% – 79%) and the developing urban-middle-class strata that has widened. Mozambique’s economic performance is thus marked by extremes, largely due to the ongoing megaprojects on the one hand and the structure of an underdeveloped economy on the other. The country remains one of the poorest in the world, ranked by the UNDP’s 2011 Human Development Index at 184th place out of 187 countries.

The formal economy remains largely urban and accounts for only 32% of overall employment. With 300,000 new labor market entrants each year due to high population-growth rates (currently 2.8% annually), many young people find employment only in the informal sector or in form of temporary, marginal jobs.

Politically, the context was unstable with the continued conflicts between the ruling government and the opposition in 2013. This was mainly a result of skewed resources distribution, manipulation of the democratic systems and processes, and marginalisation of the political opposition group among others. This resulted in casualties amongst the police and military forces, and in disruption of livelihoods as well as displacements of communities in the affected districts, particularly Sofala and Inhambane.

Floods caused by the Limpopo river that cut through most of the project locations called for an emergency response from February to October 2013. Between December 2012 and February 2013, heavy rains caused floods in some areas, particularly along the Limpopo River blocking access roads to Mahalane, Chiçubo, and north of Chokwé and Guija districts where FCA partner, the LWF, is implementing the Gaza ICEP project. Families in Maputo urban development project respectively. There is a growing link between the livelihood and education themes through the skills training of the communities and a further link between training and employability, as some of the beneficiaries of the skills training have secured employment after the training. In addition, the flood response carried out in the country incorporated lifesaving and livelihoods recovery interventions.

During the reporting period, management of the Mozambique Programme was officially transferred from FCA HQ to East and Southern Africa Regional Office (Nairobi, Kenya), where a Programme Coordinator was hired to oversee the Programme.

Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

- Livelihood development of vulnerable groups, such as HIV/AIDS affected people, orphans and vulnerable children (OVC), as well as women, continued to be in focus of Mozambique programme. Good results was also shown in sensitising target groups on various diseases (HIV/AIDS, malaria, cholera) thus decreasing households’ vulnerability for disrupted earning of livelihood due to infections. For example in the Gaza project, a total of 93% (412) people that participated in the monitoring survey in September 2013 reported to be aware of HIV/AIDS.

- The Gaza project is currently working with 24 communities. As a result of the skills training, all the 24 communities discussed and developed Community Development Plans. These plans reflect the problems that the respective communities are facing and the proposed solutions. In addition, all the 24 communities have established Community Development Committees (CDCs). The CDCs are in charge of guiding community development by appointed members from the communities. CDCs are a good indicator of communities going forward with their own development noting the level of their marginalisation. The projects will continue to nurture this bottom up approach.

- In regard to the objective of equitable and effective participation of men and women in CDCs and women in leadership roles (45% women 55% men) by 2013, monitoring of the Gaza project confirms that 609 CDCs members 52% (317) are women and 48% (292) are men. Both women and men are engaged in community development processes in all 24 communities of project interventions.

Right to Food

Families in Maputo slums also experienced the floods.

During 2013, FCA focused on the livelihood and education themes in Mozambique. Two partners continued to implement projects integrating the two themes, however, women are also actively engaged in CDCs leadership.

- As part of increased food security, 80% (10,090 HHs) surveyed by the Gaza ICEP project are breading small animals which include goats, pigs, sheep, cows, rabbits, ducks and chicken. This is over and above the target indicator of 62% (7,820 HHs) of 12,613 HHs expecting to breed 3 types of small animals (chickens, ducks, and rabbits). Consequently, 91% of the families have at least two meals a day, which represents 1% over the target indicator of 90% (11,084 HHs) of 12,613 HHs has at least 2 meals a day all year round. This was further linked to the result in which 2.748 HHs (1280 men and 734 women) increased food production from 86,840 tons to 176,906 tons.

- Xikheleni project continues to deliver very unique outcomes on livelihoods. Many beneficiaries (71HHs) who are targeted under the HIV/AIDS intervention have successfully initiated kitchen gardens to supplement their nutritional status. Many show-cased their gardens that have been innovatively been protected from domestic animals. Most reported being able to access vegetables from the gardens. Other beneficiaries have successfully initiated income generating activities (IGAs) that have contributed significantly to their improved livelihoods and development of other HH assets.

- In regards to HHs participating in VICOBAs (village banks) have increased their income and savings, many communities continued to appreciate the role of community savings and credit schemes. For example in Gaza ICEP project locations, a total of 18 VICOBA groups were established, mobilised savings and started issuing loans to members.

- From sensitisations on water resources protection, monitoring survey confirmed that at least 60.8% of the 12,316 HHs at baseline consume clean water in Pandzane and Nhambodobo communities in Guija district. In addition, 15 boreholes were protected from domestic and wild animals. Protecting the boreholes contributed to reduction in incidence of waterborne diseases such as typhoid that in the past caused death of community members. In relation to water resources, there was increased sustainability of water resource management with a total of seven (7) water committees to conserving fees to build repair and rehabilitation kitty for sustainable water resources management.

- Although early in the year the Mozambique programme was partially disrupted by the perennial floods, communities who benefitted from emergency relief support reported good harvest of maize, drought tolerant crops and horticulture products. To maximise the use of these products, the project trained community on conservation. As a result, the target households have increased their daily meals, from 0 to 3 in some communities and had food during the dry period which took place from October 2013 to March 2014.

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Overview of the Mozambique Programme

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of climate change that negatively impact their livelihoods

- Trainings in DRR were conducted for the flood affected communities and necessary basic equipment provided as part of disaster preparedness and early warning systems. Subsequently, communities reported to have used this equipment to alert their constituents of approaching disasters and hence they were able to pro-actively respond by either moving to higher ground or constructing silos on high ground to protect their produce from floods.

- Communities are also able to conserve their excess farm produce in preparation for a likely food shortage in the future. Most interestingly, communities have adopted conservation agriculture approaches not only to increase their farm produce but also to conserve the environment and also prepare for droughts.

Local communities/right holders and duty bearers work together to provide adequate and sustainable legislative and policy framework for livelihood development

- Community advocacy efforts through the Rights Based Approach (RBA) are notably realising good results. During the reporting period, 2 boreholes and 4 wells were drilled as a result of community efforts in LWF project locations, benefiting 655 HHs. Other advocacy issues included lobbying the authorities to build more schools and to open more roads to facilitate the movement between the neighbour communities. As a result for example in one location called Bomofo, the government has opened a road to the community and has also sent the registrar of persons into the community to facilitate registration for National Identity Cards since the location is very far from town where IDs are issued.

Right to Education

- Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development.

  - Skills’ training is increasingly becoming a preferred option in the project locations with tangible results. Evidence is available of pieces of clothes saved and sold for income, petrol lamps and school bags. Other beneficiaries have successfully secured gainful employment with the private sector and are earning a good income (Xikheleni project specifically), while others have successfully initiated their own RZAs and are doing well. In Xikheleni project for example, during the year, the project enrolled 15 youths (2 girls and 13 boys) to attend vocational training. The internship enabled the youth to practice their skills and get an opportunity to access the job market. The successful trainees increased their capacity to support their vulnerable families and also support their siblings.

  - In regard to promoting access to education for OVCs and youth groups through acquisition of Poverty Certificates, at least 24 members were trained on the importance of formally registering and getting the poverty certificate to its members. 120 households represented by 78 women and 42 men were sensitised and managed to secure 15 Poverty Certificates for the same number of OVCs (10 boys and 5 girls). These certificates will ensure these children and youths access school.

Capacity Building

A joint capacity building training was organised for all FCA’s Southern African partners from Mozambique, Zimbabwe and Angola in December totalling 10 participants. Training focused in project documentation, reporting and communication. Weaknesses in those areas were noticed during monitoring visits and in discussions with partners during 2013. FCA’s Programme Coordinator for Southern Africa and Communications Volunteer placed in ESARD facilitated the training.

As the training was organised in late 2013, it is not possible to report lasting outcome yet. However, there was notable improvement in the quality of the annual reports submitted by the partners in mid-February, while there are still some challenges with quality of reports and lack of critical data. The support for the partner is now increased due to Programme Coordinator placed in Regional Office.

Training for Humanitarian Response was also organised. This enabled the partners in planning and execution of the Mozambique flood response as well as in the evaluation of the action.

Challenges Remaining and Lessons Learnt

Perennial floods disrupted project work which caused pushing forward work from the affected quarters, often leading to increased work load for partners towards end of the year. To address this, partners were allowed to reschedule their work and support was provided where needed to accomplish the work plans by the close of the year.

The Xikhoheni project remains small scale yet the demand for the project support is high. Many community members are interested to access support from the project but its scope can only accommodate a limited number. To go around this, the partner has been advised to gradually graduate beneficiaries who are capable of self-sustaining themselves. This is ongoing to enable the project to recruit new beneficiaries.

There is good evidence in participatory approaches in community development in the project locations. During the monitoring visit, all community members – men, women and young people – actively show-cased the outcomes of their work. Men had innovated animal kraals and silos while women was successful in IGAs, in Maputo, the kitchen gardens, other developments accruing from their expanded business engagements, food preservation methods and products resulting therein among others. Young men had been active on their skills training and showed records of income made from their sale.

The political climate remains unstable and this affects programming in the country. FCA looks for opportunities to undertake a comprehensive thematic analysis on Right to Peace to find entry points to peace building in the country. There is a need for capacity assessment of CEDES to be done in 2014 to enable developing a capacity strengthening plan. Missing assessment has made it hard for FCA to decipher the capacity gaps to work on strengthening the quality of work funded by FCA. CEDES is a local NGO with limited technical capacity and hence the capacity assessment is an essence to find the most critical issues in which support is needed. Mozambique being one of FCA’s focus countries, capacity strengthening of the local partners is a primary requirement.
FCA is an active member of local ACT Forums in each programme country. ACT Forum meetings are generally organised 3-4 times per year. In Cambodia, FCA facilitated training workshop on Emergency Response and Preparedness Plan (EPRP) in June 2013. During the floods FCA responded together with other ACT members to provide humanitarian aid to flood affected communities. FCA also joined Humanitarian Response Forum meetings to coordinate its aid and contributed to development of education sector response through participation in Education in Emergencies working group. EPRP plan was also in process in Nepal ACT Forum.

Capacity development has an essential role in FCA’s work in Asia. Capacity development support is carried out by giving financial support to implementing partners in order to enable them to enhance their organisational and personal skills as effective stakeholders of civil society, and offering capacity development and technical support on FCA’s own thematic focus areas as well as cross-cutting issues.

Established in May 2011, Asia Regional Office (ARO) in Phnom Penh, Cambodia consisted at the end of 2013 of eight staff members, including three expatriates and four national staff based in Cambodia, and one national staff member based in Nepal. ARO staff conducted frequent monitoring visits in country and at regional level. Having a presence in the region enables us to engage in various platforms. FCA’s own thematic focus areas as well as cross-cutting issues.

Overview of the Myanmar Programme
In 2013 a lot of changes have occurred in Myanmar. There are many positive developments, such as the constitutional review process, a possible country-wide ceasefire that could eventually lead to peace talks, and an inflow of foreign direct investments for local infrastructure projects. Most remarkably, Myanmar's transparency rating has also risen. However, there are other factors undermining those changes, such as the ongoing Kachin conflict, the recent attack on protesters at a copper mine in northern Myanmar, and communal violence in Rakhine State and Meikhtila Township, Mandalay Region. As a result of resumed conflicts and violence, many civilians have been internally displaced. The huge unmet basic needs of still remain in the IDP camps.

Due to these needs, FCA has increased the humanitarian aid in the partners’ working areas, both to respond to the current situation with IDPs and possible coming natural hazards in 2013. FCA’s partner Metta Development Foundation has implemented Emergency and Relief Assistance for the Internally Displaced (AID) Northern Shan State in Myanmar. Furthermore FCA received MFA humanitarian funding for Kachin IDP response in the autumn 2013. Besides the IDP response, FCA decided to fund Metta’s humanitarian aid project on repairing roofs of two school buildings in the primary and middle school compound damaged by a typhoon so that 490 school children could continue going to school without long interruption.

The education structure in Myanmar is chronically under-funded and poorly coordinated. One of the greatest challenges in the education sector is the low student retention and completion rates, lack of qualified teachers and school. In some rural border areas, children from ethnic groups have no access to schooling because of geographic isolation, IDP status, family poverty or on-going ethnic conflict. FCA is making preparations to support our partners to work in the IDP camps or resettlement areas and communities that will host IDPs and returnees, to improve access to quality education and improve the quality of education.
The focus on livelihoods has been on empowering the communities to obtain improved and sustainable socio-economic livelihoods. The development work is focusing on building the resilience of the communities for the possible natural or man-made hazards. PCA’s partner LWF Myanmar implements the Integrated Rural Development Programme (IRDP). Also, we have been working to enable communities to manage and mitigate disaster risks, and prepare for and respond effectively to disasters and emergencies. PCA has increased the humanitarian aid in the partners’ working areas, both to respond to the current situation with IDPs and possible coming natural hazards. The response includes providing livelihood opportunities and skills training to the vulnerable IDPs.

Delegation of the MFA of Finland conducted an evaluation visit to Myanmar in November 2013 and visited also PCA’s Rural Development Programme (IRDP) in the Delta area. ARO Regional Representative joined the evaluation trip. The feedback was very positive and delegation was impressed of the progress and opportunities created by the comprehensive programme.

Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

- In IRDP, the Village Self-Assessment (LSA) suggests that out of 50 villages in the Delta, 22% villages feel that communities have improved level of food security and income. Similarly 76% have advanced and 2% are at graduated level. This means that there has been gradual increase in the food security and income levels of the communities. However, results from the Partner Households Self-Assessment depict slightly a different scenario (understandable, because partner households belong to the lower socio-economic strata of the communities). At the household level, out of 511 partner households, 66.7% claim to have improved food security and income levels, whereas 21.3% are in advanced stage. Around 10% partner households are still at low level.
- LWF (IRDP) provided small livestock (piglets, chicken and ducks) to 328 poor partner households to improve their income and nutrition.

In Kachin State humanitarian assistance, 116 IDP house- holds received start-up fund for livelihood initiatives in Hjum Lum Yang and Je Yang Camps in Laiza. 5 groups consisting of 20–30 members established for livelihood initiatives. 2,700 households from 11 camps in Laiza have received necessary seeds and farming tools.

Local communities 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

- A two-year training course on Climate Change adaptation was held in Bangladesh in June 2013. The training was organised by RDRS Bangladesh as part of AZECCON (Asian Zone Environment and Emergency Cooperation) Exchange, Exposure and Training Visit programs. A total of 15 participants from AZECCON member countries, Myanmar being the chair of the network in 2013, took part in the training course. The topics covered in the training included overview of the impacts of climate change; innovation and best practices on climate change adaptation; field trip with meeting with the Village Disaster Management Committee (VDMC); Community rice bank; household plinth raising; using of vermi-compost and fertilizer and how to apply all the learnt issues in own Country Programme.
- LWF assists villages for disaster risk preparedness and response through Community Based Disaster Risk Management (CBDRM) processes: training task force members, mass awareness activities, migration activities and preparedness plans. CBDRM sub-committee’s awareness on disaster risk mitigation and climate change adaptation has broadened through Community Empowerment Facilitator (CEF) facilitation in monthly meetings. International Day for Disaster Risk Reduction event, Township disaster management committee meeting and early warning task force group meeting has improved networking with respective government departments.

- The vulnerability and capacity assessment process helped each CBDRM to produce hazard maps, and supported to prepare disaster preparedness plan. Tree planting and plastic management campaign continues, proving communities commitment towards environmental management. Only one village reported to have reached the graduated level. Almost equal number, 24 and 25 villages reported that they have achieved improved and advanced level respectively. It should be noted that during 2013 there has been no incidence of disasters requiring response. Considering the coastal nature of the villages and from the VSA results it can be concluded that the villages require working more on the preparedness aspects and consequently need for continued support of the project.
- Apart from the mass awareness activities, partner households are coached on household disaster preparedness plan preparation and the implementation is ensured through subsequent follow-up. The partner households’ self-assessment exercise revealed that negligible number (2) of households are still at low level of preparedness. At least 59% households believe to have advanced capacity, around 30% have improved capacity and nearly 10% are graduated.

Right to Education

Children and youth living in disaster (both natural or man-made) affected communities have equal, uninterrupted access to quality education and safe and protected learning spaces through preparedness and response capacity of communities, including authorities

- In Sittwe, in the camps assigned to LWF for EiE, LWF constructed 10 Temporary Learning Spaces (TLSs); number of TLSs was based on the number of children aged 6-10 years in the camps. Later Government Department of Education handed over one TLS constructed by them. Therefore LWF is managing 11 TLSs.
- As member of EiE sector, UNICEF organised 6 days Training of Trainers (ToT) for 7 trainers to train the Community Teachers. Participants included LWF Education Officer, 5 Muslim IDPs (former Government school teachers) and 1 staff member from UNICEF. LWF Education Officer and the 5 IDP trainers trained 36 teachers (14 females) in group of 18 for 6 days. During the training each teacher was provided with teacher’s kit, including e.g. blackboard and broom. Teaching in 11 TLSs started around mid-October.
- The EiE Sector, also LWF as member of it, has prepared a standard student kit, including e.g. exercise copies, pencils, erasers, ruler, school bag, umbrella, water container and lunch box. All 2,749 children attending TLS were given student kit.

Right holders are able to claim and duty bearers (state authorities) have capacity to provide quality education

- In November LWF staff in Sittwe facilitated to organise Parent-Teacher Associations in all 11 TLS including 91 members (21 females). Associations’ trainings and meetings focused on TLS security, protection of students, use of infrastructures (facilities), TLS functioning (teaching and learning) and develop the work plan for associations to report back to LWF.

Right to Peace

- PCA is generally assessing the stakeholders and working areas in order to make a positive contribution to peace building in Myanmar. Especially the role of (religious) leaders’ youth, and women in the communities is explored to contribute to this process. The emphasis of the work is on the community level and on the preventative work. After carrying out the necessary assessments, networking with the right stakeholders and receiving technical support, a peace project is to be designed in 2014. Myanmar new peace initiatives should link to the basic
needs of affected people, as their possibilities to access the services linked to these needs were mostly disrupted due to consequences of armed conflicts.

Capacity Building

FCA has supported LWF staff capacity with separate Local Partner Staff Capacity Building project. LWF has reported that the training events have been crucial for LWF in developing the capacity of its staff. In 2013, this was especially important because the project enabled LWF Myanmar to expedite mainstreaming Rights Based Empowerment (RBE). RBE training was organised in three parts: first workshop was for senior staff, where 12 staff members, 4 of them female, participated. The workshop included familiarization with different key concepts, principles and terminologies important for a rights-based empowerment approach and basic understanding of the principles and obligations of human rights. It also enabled participants to identify obligations of duty-bearers and familiarization with different tools used to analyse from a Rights perspective.

Change in attitude involved reflection over personal experiences and appreciate how perceptions on development paradigms change over time and how they differ between people and organisations and appreciations for criticisms and opportunities underlying universal human rights. Since the training the senior staff members have started using empowerment language more extensively at all levels. As a consequence of this, in July 2013 the log-frame for Integrated Rural Development Programme (IRDIP) was modified to fit RBE.

The follow-up workshop in RBE was organised in August to reflect on the applications of the past training’s learning. Participants shared their experiences and challenges encountered. Third part of the RBE training was workshop on RBE methods (stepwise participatory approach): three day workshop was organised for all field staff with participatory teaching techniques. The results of this training were good: 18% participants succeeded in the pre-test, whereas the percentage of succeeded staff members jumped to 64% in the post-test.

In addition to the extensive RBE training package, other trainings such as Logistic and Supply Change Management Training, Community Facilitation skill Refresher Training for Child Rights Convention, Orientation of Security Focal Point on Risk Management and New Staff Orientation Training in Chin State were organised during the year. Finance related MANGO trainings were help in Yangon, where pro-forma, finance and administration staff attended. This gave theoretical exposure to the Project Officers and others on management and its relation to the practical things they do in their job.

Communication workshop on advocacy, community and collecting stories was organised for 38 staff members. The purpose of the workshop was to provide knowledge on various aspects to be considered for advocacy work and the importance of stories to document changes. Dynamics of individual and collective advocacy work were discussed. References were made to the RBE approach. Regarding collecting stories, the participants were briefed on the concept “human touch” stories that reflect the lives and feelings of the people. Since then some improvement has been observed in getting stories from the villages, however needs for further support exists.

Challenges Remaining and Lessons Learnt

Finding an entry point to work in the education sector has been welcomed and relatively easy through EiE. Finding a way to build a peace programme in the country has been more challenging though potential partners have been identified and FCA has access to two conflict prone areas through the partners. More technical support is needed to design the Right to Peace project and more need to be known about the tense context in many areas.

Concerning the partner’s work, LWF Myanmar should continue to strengthen its strategic engagement with the links between at all levels of government: Central, Regional, District, Township, Village Tract and Village level. More follow up coaching for staff is needed to be able to facilitate VOCA on leadership, roles and responsibilities, rules and regulation in leading their village communities. Also, more understanding and mainstreaming on the concepts of rights based empowerment can facilitate the empowerment of the VOCA, communities and local authorities as well.

LWF Myanmar started to track and document the processes and products of rights based empowerment more systematically, effectively and efficiently. They are particularly interested in building on the graduation process and self-assessment tools required. The RBE mainstreaming work has contributed and revising the logframe was another good step. Now it is time to continue to catalyze the process with theoretically from the bottom up with our community based rights holders partners and from the top down with our government duty bearers.

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In PME level, all those measures aim to strengthen the staff and communities to have the confidence and competence to be empowered to the level that they can responsibly and sustainably take control of their own development processes and thus also become a positive influence on that governance system locally and nationally.

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Overview of the Nepal Programme

Nepal Country Programme has fostered participation, inclusion and socio-economic empowerment of poor women, former bonded laborers (freed Haliyas and ex-Kamaiyas), landless tenants, Dalits and indigenous communities and people exposed to disasters. Emphasis has been given to instil micro and small scale enterprise development, gainful employment for women and youths through both on-farm and off-farm enterprises. Advocacy has been considered as a crucial approach for the Country Programme aiming at increasing access to and control over rights holders to livelihood assets, services and markets.

The Country Programme has aimed at providing Technical Vocational Education and Training (TVET) to out of school youths and unemployed women under the Right to Education theme. Skills and know-how have been imparted at local level among the unemployed women and youths relevant to the local context and linked to the market opportunities. Early Childhood Development Centers have been established in communities to provide ample opportunities to the poor parents to access free pre-school education for their children. School enrollment campaigns for primary levels have been closely linked to the awareness raising.

In Right to Peace theme, the Country Programme has mainly focused on carrying out peace building actors mapping and exploiting opportunities for partnership with Nepalese national NGOs, civil society organisations and their networks. The Country Programme has also emphasised developing a programme to implement / localise the National Action Plan on United Nation’s Security Council Resolutions (UNSCRs). 1325 and 1820, which promotes the increased participation and contribution of women in peace building process. Significant efforts have been made to empower right holders (Dalits, landless, former bonded laborers, human rights defenders, women and youths) to claim and enjoy their rights and entitlements and to build the capacity of duty bearers to fulfil their obligations. Domestic violence monitoring committees and domestic violence victims support funds have been formed and are functional. The heavy monsoon rains that occurred during June -
August triggered large floods, landslides, water inundation and logging in different parts of the country and our 18 working districts were among the worst hit districts due to the incessant monsoon rains, resulting in the death of 44 people, temporary displacement of 1,752 families and more than 10,000 families were badly affected. From the third week of December, temperatures in the Tarai have lowered significantly and normal life has been affected by winter cold, with poor people, especially children and street dwellers being the most affected.


Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways & Women have equal access and control over productive resources and assets

- The Country Programme has organised 10,946 persons (72% women) into 437 small interest groups which continued savings and credits equivalent to USD 1,543,184. The group members have used the money in improving their production and marketing the surplus. Also 35 CBOS and 4 CBO federations have been organised to promote livelihoods.
- 7,168 freed Haliya families including 3,112 women have been organised under 369 groups 1302 Kamaiyas and 274 Kamlaris have been organised into 69 groups.
- 32 organisations working with Tharus and ex-Kamaiyas formed the United Committee for the Elimination of Kamaiya and Kamlar practices in Kathmandu asking government to abolish Kamlar System.
- Through expansion of production activities, small holders have maintained their households and have increased market access and income. 1,373 small holder women out of targeted 3000 have sold their surplus fresh vegetables, raw milk, ginger, turmeric and chillies to the markets and earned USD 77,800 this year.
- Gender gaps in accessing resources have been decreased by providing joint land ownership certificates to 58 married couples through Women’s Cooperatives -project.
- More than 2,000 women have access to financial resources through cooperatives. The women and other socially excluded people have been involved in income generating activities, saving and credits. Targeted activities have remained instrumental to increase their awareness of the different economic programmes, services and markets available.

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

- 10,808 people have been sensitised on disaster risk reduction (DRR) and climate change risk adaptation measures through Climate-resilient rural livelihood project. Risk management and contingency plans have been prepared and are in place in communities. 53 disaster risk management plans have been prepared at local and district levels in line with Local Disaster Risk Management Planning Guideline 2011, and 1,593 households and above 30 hectares of agricultural land have been protected from floods through river training constructing embankments using bio-engineering techniques planting fast growing deep rooted plant species. 43 emergency response funds have been established in local levels and a DRR resource center has been established at the district level.
- In addition, 1,062 families have installed smokeless improved cooking stove and bio-gas plant to minimise greenhouse gas emissions. 1,456 farmers have used flood and drought resistant crop varieties, changed their cropping patterns, and reduced the use of chemical fertilizers and pesticides. 1,076 persons have used botanical pesticides and organic manures in their crops, raised house plant level and grain storage, and practiced zero-tillage and river bed farming as climate change adaptation practices. Three climate change field schools established in the communities have helped them to increase rice and wheat production by 15 per cent, thus, increasing their food security for additional 4 months. Two seed banks and seven grain banks have been established directly benefiting above 1,000 most at-risk households.

Local communities/right holders and duty bearers work together to provide adequate and sustainable legal and policy framework for livelihood development

- Government of Nepal endorsed three years long freed Haliya Rehabilitation modality and earmarked USD 320,000 for their sustainable and just rehabilitation. The rehabilitation modality was jointly prepared by the government, freed Haliya and civil society organisations. Three climate change field schools established in the communities have helped them to increase rice and wheat production by 15 per cent, thus, increasing their food security for additional 4 months. Two seed banks and seven grain banks have been established directly benefiting above 1,000 most at-risk households.

Decision-makers are willing and equipped to bear their responsibility to promote citizen security, including peaceful resolution of conflicts and protection and promotion of the equal human rights of the members of communities, with special attention to the protection of the most vulnerable

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts have limited educational background have access to quality vocational training/skill development

- Nepal Development Program had also education components. School enrolment campaigns have been organised by CBOS and child rights networks in collaboration with government and non-governmental actors. They have succeeded in raising awareness of community members about children’s right to education. This has resulted in increased enrolments and attendance of students at primary level. Awareness of the causes and consequences of dropping out of school has been raised, resulting into school drop-out rates. As a result, 100 percent school enrolment at primary level has been ensured in 4 VDCs.
- 219 ex-Kamli and 30 freed Haliya girls have been supported with full scholarships to continue their secondary level education in schools. 11 freed Haliya and ex-Kamaiya girls have been supported with full tuition fees, accommodation, travels, stationeries, food and have been enrolled in 15 months long agriculture and veterinary technician course. Similarly, other 23 freed Haliya and ex-Kamaiya girls have already completed 29 months long auxiliary nurse midwife training. They have been working in different hospitals, health posts and other healthcare facilities as part of on-the-job training.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts and promote the respect for human rights with the active participation of women and youth

- 103 Samth (indigenous groups) and Majhi (aboriginal) youths and traditional leaders have been mobilised for promoting peace, good governance and raising human rights awareness. Altogether 848 people (343 women) were sensitised about the existing laws against caste based discriminations with the support of LWF’s Nepal Development Program.
- Defending Human Rights of Dalits project supported altogether formation of 28 local human rights defenders’ networks in 28 districts that have reported and documented 124 cases of caste based discrimination and untouchability. The trends of justice seeking through formal and informal mechanism have been increased among Dalit community.
- 232 (100 women) human right defenders have been trained to build their capacity and knowledge on international human rights frameworks, non-discrimination, Caste Based Discrimination and untouchability (Crime and Punishment) Act 2011, Domestic Violation Act and General Provision of National Code.

Capacity Building

The Programme has supported LWF with separate Local Partners Capacity Building project to improve their overall performance for efficient and effective programme management. This year, 68 staff (18 women and 50 men) participated in 12 events of capacity building activities under different areas.

• Duty bearers have become more aware and responsive to the rights and entitlements of the right holders. FCAs long-term support for the freed HaKK project has contributed to this change through LWF’s advocacy work. Some noteworthy changes are:
  - The official announcement of the abolition of Kamlari system in Nepal by Government of Nepal; Allocation of USD 320,000 for the just rehabilitation of freed Haliyas by the Government of Nepal; Verification of 10,796 freed Haliya families, identity Cards distribution to 7,878 freed Haliya families; Distribution of 140 hectares of land to 817 ex-Kamaiya families, among others.

  • Partners’ Capacity Building -project to improve their overall
The key achievements of the capacity building support in 2013 include: enhanced knowledge, understanding and skills of staff on financial planning, management, internal control system, financial monitoring, investigate allegations against fraud and corruption, procurement, fraud management, human resource management, team building, planning, monitoring and evaluation system. The capacity building support has been very useful for partners to enhance the knowledge base and skills of staff on thematic and organisational areas. The immediate results of the capacity building support have been reflected explicitly in day-to-day actions of staff. Consequently, our partner has drafted workforce diversity and inclusion guidelines, gender equality and social inclusion mainstreaming guideline, Country Programme strategy (2014-2019), Country Programme document (2014–2016), among others. These instruments have helped LWF Nepal and its implementing partner organisations to a large extent in improving the quality of work, which is bringing positive results towards their performance and ultimately having greater impact for beneficiaries. Evaluations

LWF Nepal carried out a final evaluation of their country strategy 2008-2012. The process was not funded but otherwise supported by FCA and following recommendations may have effects on LWF country strategy in Nepal in coming years and thus also influence on FCA's funded projects. The evaluation found the objectives as such relevant, but recommended several adjustments to be made in them. For example in livelihood development it was recommended to include skills development and employment in the programme objectives, continue with food security and income and discontinue with water, sanitation and health related objectives. This is thus in line with FCA's strategic objectives. The development programme of LWF Nepal currently spreads over 20 districts. This wide geographic spread of activities is expensive in terms of logistics, but it also impedes the development of programme coherence and synergies between different projects. Evaluation recommended LWF to drop their programme from the East and focus on Far-West part of the country.

Natural disasters are increasingly frequent, and therefore it will be important to focus more on supporting the development of livelihoods that bear resilience to shocks, e.g. an improved asset base, savings, skills and social networks. LWF should consider people affected by such disasters belonging to their focus group. Recommendation was also given to take a stronger focus on women from socially and economically disadvantaged groups, and give more attention to enhance the knowledge base and skills of staff on thematic and organisational areas. RBA was an important viewpoint in the evaluation, and it was recommended that LWF would become less involved in working with communities directly, but rather build the capacities of duty bearers (mainly district authorities), who should support communities in getting prepared for disasters and in managing and mitigating risks. Challenges Remaining and Lessons Learnt

The Country Programme aimed and continues to address deep-rooted inequalities and social injustices, often based on traditional values and beliefs, consequently, which present a major hindrance for the social transformation. A long-term commitment and continuous advocacy efforts at all levels are, therefore, required in order to have a long-lasting impact on mentioned issues. Thus, advocacy should be based on evidence and knowledge and experiences of the right holders and be led by them to increase its legitimacy and to make it powerful to influence duty bearers and policy-makers. Also the Haliya, Kamayia and Kamlari campaigning needs to be linked with other social campaigns and civil society networks to create more pressure to the duty bearers to fulfil their obligations.

The political stalemate in Nepal continued in 2013 with the failure of the first Constituent Assembly to promulgate new constitution and was dissolved in May 2012. With the political deadlock continuing, the risk of a return to violence is increasing. The dominating interests of political parties in caste, class, ethnicity and regionalism instead of national unity, has eroded the state capacity to consolidate the democratic gains. The political elite has institutionalised grand corruption, impunity and personalised rule. Several strikes were observed throughout the year, as effective with markets and education institutions remaining closed. Our partners were compelled to postpone or cancel their planned activities and community visits and planned programme implementation activities were re-scheduled. The unexpected massive floods hit several of our working districts, severely damaged road networks and other infrastructures, hampering smooth market access for agricultural produce, produced by our targeted groups. Furthermore adverse political conditions, frequent strikes, absence of an elected body at the local level, high staff turnover of partner staff members, especially LWF Nepal, were posing significant challenges to the effective implementation of the projects. However, the programme was continuously assessed, updated and the local situation understood throughout the year, which helped in adopting measures to adapt against the challenges and accomplish desired results. The planned programme activities were re-scheduled and accomplished later. The field presence with FCA's own key government and political counterparts were busy with election preparations and campaigning providing low or no opportunities to collaborate.

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Overview of the Cambodia Programme

Cambodia continues to suffer from the legacy of decades of war and internal strife. Poverty remains to be rural where households are dependent on agriculture and its related subsectors. Corruption and lack of legal protections for investors continue to hamper economic opportunity and competitiveness. The economy also has a poor track record in creating jobs in the formal sector, and the challenge will only become more daunting in the future since 50% of the population is under 20 years of age and large numbers of job seekers will begin to enter the workforce over the next 10 years. Cambodia is also one of the most land mined countries in the world.

Right to Livelihood, the major component in the Country Programme, is implemented through the partnerships with Life With Dignity (LWD), Mines Advisory Group (MAG) and with the new partner Cambodian Women’s Crisis Center (CWCC). In 2013 the livelihood programme focused on improved livelihoods of community members in targeted area and preparation for moving forward to the next level in small-scale business development. Agricultural Cooperatives is a key structure with the potential to assist community members to expand their production and business scale. Also further steps in clearing the land mines helped people to use land for livelihood development.

Right to Education theme has been further strengthened in the Country Programme. Education related work is implemented by LWD and CWCC. In 2013, based on an education assessment that was finalised earlier in the year, FCA has initiated activities targeting the secondary education level, liaising with Ministry of Education, Youth and Sports (MoEYS), UNESCO and UNICEF to enhance programmatic synergies. FCA plans to sign MoU with MoEYS in 2014 to contribute more effectively to the national vocational orientation policy development and implementation. FCA also participated in Education sub-sector and EiE working group in Cambodia to explore the possible areas of work to develop an education programme for the Country Programme.
• Right to Livelihood

Programme Objectives and Achievements

and escalated violations caused by disagreement on the re-
tation occurred due to political instability, demonstrations

and 391 villages of 61 communes in 11 districts of five

establishment of a youth network initiative in Cambodia

tive role in promoting peace in Cambodia through engage-

addition, FCA has contributed to peace building in Cambod-

ia through joint funding to youth and peace programme

Based on the village-self assessment (VSA) in IRDEP, the

• Right holders are able to claim and duty bearers (state au-

• Children and youth living in disaster (both natural or man-

• Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development

IRDPE had also education components. Seven primary

schools conducted International Children’s day, Teach-

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school early because of the poor economic situation of

• At least 1,557 students (50% girls) benefited from school

school from the direct purchase from wholesaler or pri-

rice to poor people who were challenged by seasonal

in social development work were raised and integrated

Children and youth living in disaster (both natural or man-

affected communities have equal, uninterrupted access to quality education and safe and protected learning

Agricultural cooperatives (ACs) have played an impor-
tant role to support their members’ access to markets,

mbers related 3,164 were on land registration and policy to support girls

• Furthermore Land Rights Forums were organised in

Regional Land Concession area of Aoral district, Kam-

ment and functioning of rice bank providing loans in

rice to poor people who were challenged by seasonal

food shortage, community pond construction, as well as

them. As a result, they have developed their

household DRR plan. Community members engaged in

large-scale irrigation construction process, establish-

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Large-scale and mean-man, and disasters and the effects of

climate change that negatively impact their livelihoods

40 villages located in the most disaster prone areas in

working areas of IRDEP have developed DRR plan and

integrated into the village development plan and com-

community based organisations (CBOs) have also im-

proved capacity in managing development process.

% 44 participants from district authority representatives,

Committees, Village Leaders, IWD’s Community Empowerment Facilitators and Community Empower-

ment Officers got ToT on Right Based approach (RBA)

and on land registration policy and guideline conducted by co-facilitators of FINNMAP and IWD through Lands

Rights Awareness -project. After the course, a training

curriculum was developed to conduct the training tar-

getting community focal people. 161 focal people, (63

men and 38 women) got training on land registration and

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Women have equal access and control over productive re-

sources and assets

The concept of women empowerment was applied ac-

tively in Agricultural Cooperative (AC) and Village Bank

(VB) activities in Women Hope and Growth. There are

24 Women Agricultural Cooperative led by women with

4 men members related 3,164 were on land registration and policy to support girls

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1,500 slogans have been distributed to five target provinces of FCA. NFP distributed other 16,000 notebooks and 5700 slogans to its members in nine provinces.

**Right to Peace**

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth.

- With the support from BDRP, 1,607 households raised their issues related to land rights abuses, conflicts, domestic violence, gangsters and sexual harassment, for resolution to relevant authorities which showed a change of attitude towards conflict and conflict resolution.
- 159 staffs applied the new reporting format and problem solving skills and community mobilisation. The results show that 159 staffs applied the new reporting format and problem solving skills.

**Capacity Building**

In June 2013, FCA facilitated Emergency Preparedness and Response Plan (EPRP) -workshop for ACT Forum members. ACT Forum members also shared their disaster preparedness and emergency plans with each other. Joint ACT Forum Cambodia EPRP was developed during the workshop and will be finalised in 2014.

FCA provided support to LWD for Capacity Building project in order to conduct the trainings to field operation staffs on three priority topics such as report writing, presentation skills and community mobilisation. The results show that 159 staffs applied the new reporting format and problem solving skills.

In August 2013, FCA hired an external consultant to provide training on Planning, Monitoring and Evaluation to senior staff of partners. LWD and CWCC with 14 participants. The field exercise was conducted to practice the monitoring tools. As a result, participants have understood the logical framework and reporting objectives.

- FCA contributed in initiative of regional learning process on peace building for young adults in Mekong region. 27 youths from six countries, Cambodia, Lao PDR, Myanmar, Thai, Vietnam and China, participated in 15 days training in Myanmar. The course consisted of class training and field visit to communities and NGOs in Myanmar. Participants gained new skills and practical tools to analyse conflict and solution in their respective countries.

**Decision-makers are willing and equipped to bear their responsibilities to promote citizen security, including peaceful resolution of conflicts and protection of the equal human rights of the members of communities, with special attention to the protection of the most vulnerable**

- A joint initiative of peace building campaign in Cambodia was established. The joint initiative has been agreed during the NGO coordination meeting related to the election in order to mobilise resources to take some actions during the National Election period. The actions aimed to minimise the violence of pro-party during the National Election. Working Group for Peace (WGP) agreed to coordinate and mobilise resources and youth to conduct the peace election programme. 4,000 T-shirts, 115 stickers and 300 hats with peace message were distributed. 50,000 photocopies of King’s message for peaceful election were distributed. A non-violence message spot through radio programme was developed and broadcasted. The first peace gathering was conducted in front of the Royal Palace with about 2,000 civil society participants, majority of them youths.

**Challenges Remaining and Lessons Learnt**

There were not major setbacks during the year in projects’ implementation. However, some delays occurred during the year. National election delayed some project activities as the local authorities participated in the election campaign delaying planned cooperation and approval for the events at village or commune level. Authorities and social service providers have been reluctant in fulfilling certain duties.

- Flash flood during third quarter of 2013 affected more than 20 provinces. This also delayed project implementation especially in Battambang, and Siem Reap province.

- Rural-urban migration is the challenge not only for community development, but also national development. Non-skilled labour will bring less input into economic development. Many youth have migrated without proper skills. Therefore more attention on vocational and skills training, particularly in case of youth at the secondary school, will be pursued in the next year’s plan of the Country Programme.
3.5 Latin America and the Caribbean

FCA’s operating countries in Latin America and the Caribbean include Guatemala, Honduras and Haiti. Regional Office (LACRO) located in Port-au-Prince, Haiti.

Right to Livelihood is integrated in both Haiti and Central America Programmes. Besides strengthening the livelihood opportunities, DRR and climate change adaptation and mitigation activities are in focus on both areas. For example, a very remarkable success has been achieved in Haiti where a national advocacy platform on climate change has been founded as a result of ACT Alliance Haiti joint project for which FCA is the main donor. Initiative clearly continues to enhance the visibility of ACT Haiti Forum’s joint climate change/DRR activities and increases connectivity with different civil society and governmental actors.

Right to Peace theme has also common features in both areas of the region. The theme is mainly concentrated in improving the human rights situation. In Central America citizen security and dialogue between rights holders and duty bearers are supported while in Haiti human rights and peace education is strengthened for example through teachers training, making them comfortable to incorporate respective themes into the curriculum.

Right to Education is a strong theme in Haiti due to school construction work which FCA has been doing since the earthquake in 2010. The activities have moved from provision of temporary learning spaces to long term sustainable solutions both in terms of construction as well as improving the functioning of schools and quality of education through Quality Education project piloted in 2013.

In 2013 FCA decided to conduct a review on FCA’s programme in Central America and its future as well as possibilities to open a field presence in Guatemala. However considering the overall strategic needs and long term financial situation, the Management Team came to the conclusion that FCA cannot commit the necessary funding needed to establish a meaningful and strong enough presence in the region in the long run. Thus the decision was made to exit from Central America. This decision included two steps: 1) to continue operations in Central America as previously planned in 2014 and 2) withdrawal from Central America during 2015 – 2016. FCA’s operations in Haiti will continue as originally planned in strategy 2014-2016 and beyond that.

Overview of the Central America Programme

The main issues affecting Central American societies are high levels of insecurity, inequality, climate induced disasters and an unstable post-conflict environment. The transition to a functioning democracy has been incomplete in these societies, and the tendency to return to the use of military forces to tackle public security issues is growing, together with illegal and arbitrary use of force in the name of crime prevention. General violence and gender-based violence is reported to have increased again in 2013 and the presence of gangs, drug cartels and organised crime that have penetrated the society in all levels (political, public and private sectors, society at large) is becoming of permanent nature.

FCA Central America Programme focuses its work in two Central American countries, Guatemala and Honduras. In 2013 there were some specific situations and challenges that affected these countries in particular.

The high and increasing levels of social violence in Central America have led to a militarization of public policies concerning citizen security and the societies in general. In Honduras this became more and more evident in 2013 by the creation of Military Police and the overall presence of military in the Honduran cities. Also increased levels of internal displacements of people that receive no humanitarian aid have been reported. In addition to this, Honduras had general elections in November 2013 which were held in a context characterised by high levels of violence, criminality, persecution and political violence, threats towards human rights defenders, lack of transparency, perception of fraud and persistent electoral impunity.

In addition to the problems related to the state response in citizen security related issues, environmental problems and conflicts related to extractive industries and commercial monocultures, such as palm oil, as well as human right violations in affected communities are common in the region. In Guatemala, there has been an increase in criminalization of human rights defenders and community leaders for their actions linked to the defense of land rights and natural resources. The international actors (such as Oxfam and
Central America programme has a strong focus on Right to Livelihood and Peace, even though the focus on religious and traditional leaders has not been developed. In livelihood, focus has been on sustainability and disaster preparedness and risk reduction. Women’s empowerment is getting stronger as a new Women’s Bank project was initi- ated in 2013.

Programme Objectives and Achievements
Right to Livelihood
Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

• The LWF’s Sustainable Development and Advocacy Program in Poptún and San Luis Petén, in Guatemala, has contributed to diversification of agricultural production of 63 families that now have improved and diversified cultivations (yam, cooking banana, tomato, pepper, cacao, coconut etc.) that provide families with food and also additional income due to selling these products in the market. In Honduras, department of Olancho, 60 families have been able to diversify their agricultural production with 6 permanent and 12 temporal varieties, including mango, orange, avocado, papaya, tomato and redroot, contributing to their improved diet.

• In Apacilagua municipality project’s (Honduras) activities contributed to the improved production and live- lihood through diversification of agrological products such as manioc, sweet potato, cashew and banana plant that are resistant or can tolerate the draught common in the region. Increased diversity in production and train- ing in agricultural techniques has contributed to im- proved food security in the communities. Some families were able to establish irrigation systems with the techni- cal help of the project and were thus able to expand their productive season, which again contribute to improved food security for their families.

• Apacilagua community members participated in work- shop where they elaborated small economic initiatives taking into account the strengths and conditions of the zone which then were identified and prioritised. Five of these economic initiatives will be further elaborated and realised with the continuation of the project in 2014.

• The implementation of new project in Alta Verapaz started in October 2013, though the process of baseline collection and analysis, coordination visits to the commu- nities by the implementing grassroots organisations participating in the project, implementation between October 2013 and December 2016, which focuses in strengthening the rights and participation of indigenous women in general and their right and capacity to livelihood in particular.

Local communities (women, men and youth), have strength- ened 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

• The community contingency and risk management plans were revised and actualised in Apacilagua in 2013. An early warning system was incorporated to the plans, en- abling the population to take into account the flooding zones with production potential as well as the effects of the climate change for improved production. Also a space for wider and improved communication and co- ordination between the local emergency committees was established connecting the CBOs to the municipal level.

• Through Sustainable Development and Advocacy Pro- gram (Guatemala), communities have been sensitised related to the selling of lands to megaproject companies and to protect natural resources and thus contributing in guaranteeing the food security of the families in the regions of Poptún and San Luis Petén. Furthermore, 6 municipalities now have organised forest fire commissions with operative plans and doing advoca- cy work towards the local authorities in order to get institutional position and budget within their munici- palities. Petén is the only department of Guatemala that has elaborated strategy for integral management of fire, as well as a Campaign for Education and Communica- tion on the Reduction of Forest Fires, as a result of the support given to LWF local partner and wide community participation.

• The Sustainable Development and Advocacy Program in the municipality of Chisec (Guatemala) has trained 14 local disaster reduction coordinators (COLRED – Coordi- nadores locales de reducción de desastres) in risk man- agement, elaboration of community contingency plans and emergency response. In 2013 altogether 253 members of the COLRED’s (49 % being women) were trained in logistic management in emergencies, WASH, denue and malaria prevention, and attention to women and children. Through the strengthened capacity in communities, they are able to improve the living condi- tions and respond to hazards affecting the communities. Four COLREDs have started implementing their contin- gency plan in the emergencies presented in 2013. Also in Honduras, community organisations have been trained in damage evaluation, risk mapping, disaster prevention and reduction plans and emergency response.

• FCAs support to LWF’s Central America Capacity Build- ing Programme and Specialisation in Gender and Strate- gic; Disaster Risk Reduction has contributed to improved capacities of local communities and civil society organ- isations to participate in DRR work and civil protection initiatives.

• In Honduras the Sustainable Development and Advocacy Program has been further strengthened the local com- munity youth environmental organisation and identified fora for the insertion of youth and fundraising in order to manage recycling microenterprises and installation of nursery gardens for income generation. 33 young people have also been trained in environment protection and advocacy in 2013. The youth social movements also par- ticipated in the processes of observation and monitoring of the general elections in November.

FCA has five partners in Central America covering fol- lowing working areas: Lutheran World Federation (LWF), Central America Programme (Guatemala, Honduras and regional), Centro de Investigación y Promoción de los Derechos Humanos (CIPRODHE) (Santa Rosa de Copán and Nueva Arcadia in Honduras), Christian Aid and Cen- tro de Desarrollo Humano (CDH) (Apacilagua, Choluteca in Honduras), Latin America Council of Churches (GLAI) (Honduras, regional) and an international partnership with APRODEV.

Swedish Embassy have identified the importance of INGOs of becoming more central in the context of the last couple of years, especially in the current context of increasing polarization of the societies and the openly hostile attitude of governments towards claims for more social justice. There are signs that the attacks against INGOs are on the increase. Such attacks on the work on impunity, land rights of the indigenous peoples, or defend the rights of the women or sexual minorities, are increasing.

For the challenging and complex regional and country contexts described here, our implementing partners need clear help of the project and were thus able to expand their productive season, which again contribute to improved food security in the communities. Some families have been able to diversify their agricultural production with 6 permanent and 12 temporal varieties, including mango, orange, avocado, papaya, tomato and redroot, contributing to their improved diet.

Women, men and youth in disaster affected or otherwise fragile contexts with limited educational background have access to quality vocational training/skill development

• Sustainable Development and Advocacy Program in Baja Verapaz has trained 37 teachers in methods for educat- ing through play and art in schools in the area, improving improved didactic skills in order to promote integral change in students. This was a result of a cooperation established with the Departmental Direction of Educa- tion of Baja Verapaz.

• New Women’s Bank project started in Alta Verapaz in October 2013 has started organising alphabetisation ac- tivities for the targeted 574 women in the 34 communi- ties of the Chisec municipality and 2 in Santa Cruz la Carchá. Almost half of the targeted adult population (47%) cannot read or write, showing that there is increasing need to support the inclusive insertion of the indigenous and rural populations to the educational sys- tem. Even at present, the school enrolment rate is low in the area and only 58 of 100 children manage to finish elementary school. Project activities are mainly targeted for women who are the most vulnerable due to their con-
diction of being indigenous and rural as well as have not received schooling at all or have attended only 1–2 years of basic education. These women will also participate in other non-formal education activities such as education on women’s rights and basic accounting.

Right holders are able to claim and duty bearers (state authorities) have capacity to provide quality education

- With the support from Sustainable Development and Advocacy Program in Guatemala Citizen Observatories are implementing monitoring exercises related to access and quality of education in 4 out of 7 municipalities in Alta Verapaz. In the municipalities of Raxhurá and Senahú these activities and advocacy towards the Ministry of Education have resulted improved attention to students and that teachers are giving out the required number of classes they are supposed to have.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth.

- Sustainable Development and Advocacy Program in Guatemala Citizen Observatories are fundamental in contributing to inclusive citizenship and community participation by promoting and defending human rights and basic services at local level. Women and youth have actively participated in these initiatives. Also in Quetzaltenango municipality, after successfully promoting formative, organisational and advocacy processes together with youth organisations, a Public Policy on Culture was elaborated through a participatory process and together with youth organisations, a Public Policy on Culture and Youth is remarkable: 42% and 31% respectively. The observatories promote peaceful conflict resolution within the communities, institutions and local authorities by utilizing the dialogue, negotiations, citizen initiatives and strengthening relationships between various actors and thus contribute to the citizen security within the communities.

- Promoting Human Development through Access to Peace and Justice in Honduras: In Santa Rosa de Copán and Nueva Arcadia municipalities of Santa Rosa de Copán and Nueva Arcadia now have strengthened municipal support for the rights of women and youth; In Nueva Arcadia municipal women’s office was granted 5% of municipal revenues for its project. The project has also contributed to the strengthening of youth networks in both areas. In Nueva Arcadia the Municipal Women’s Office carried out trainings to 23 men who have been denounced of domestic violence and who are contributing to the work related to prevention of domestic violence. In Santa Rosa de Copán, this activity was directed to young men as preventive measure and had the participation of 25 individuals.

- FCA supported the work of Latin American Council of Churches (CLAI) in its Pastoral of Youth and Culture of Peace and especially with strengthening of the capacity of the youth in churches to work as peer youth trainers and application of the Guide to Church and Sexual and Reproductive rights that was elaborated in collaboration with UNFPA in 2012. Altogether 140 young people were capacitated at regional level. Unfortunately the activity had to be cancelled in Honduras due to the resignations and fleeing from country due to death threats of the president of the national board of CLAI. The Guide also includes training on prevention of domestic and gender-based violence to be carried in churches.

- FCA also supported the International Human Rights Observation for Elections in Honduras organised during the elections in 2013. The importance of organising this observation mission was defined by the International Federation of Human Rights in its mission to Honduras in September 2013 due to the context of political violence and insecurity in which the elections were held. The final report of the mission presents some findings and recommendations such as 1) context of intimidation, insecurity and militarization of the electoral process; 2) clear indices of manipulation of votes and lack of transparency in the process although the elections; 3) lack of confidential information for the Honduran electorate and lack of freedom of expression; and 4) vulnerability of the Honduran electoral system.

Evaluations

FCA supported together with other sister agencies the final evaluation of the LWF/DWS Central America Sustainable Development and Advocacy Program in Central America. The final evaluation was carried out during February–March 2013 and FCA representative was part of the evaluation team and participated in the first half of the evaluation. The evaluation recommended of including the human rights and transition to justice as specific objectives to the regional strategy. Also increased and better coordination at local level was recommended in the areas of implementation of project as well as preparing plans for exiting particular zones of intervention that were recommended to be expanded to new communities with follow up and support to the existing areas of implementation. The evaluation recommended the collection of baseline data to work as the foundation for the new regional programme. Based on the evaluation results, strategic planning for 2014-2019 was organised during the 2013.

Also, the Promoting Human Development through Access to Peace and Justice in Honduras was evaluated in October–November 2013 (final evaluation for the first phase of the project 2012–2013) and with the help of findings citizen security is to be expanded to a new implementation zone in the second phase of the project in 2014–2016.

Capacity Building

A Capacity Building project for partners was budgeted for 2013, but the activities did not take place as FCA’s field presence in the Central America was not established. The capacity building budget was re-allocated to Haiti. FCA has not been supporting partners through direct capacity building, but has financed it through LWF.

Challenges Remaining and Lessons Learnt

The plans to further strengthen the Right to Peace in the Country Programme were taken further and a feasibility study on citizen security was finalised in December 2013. The process was already very much delayed but FCA was planning to join this regional joint-programme with the APRODEV members present in Central America contributing to the improved citizens’ knowledge on the national citizen security policies and ways to be involved in the designing and monitoring of the policies as well as possibilities of engaging in dialogue with the authorities on the policies. FCA was actively participating in the formulation of this initiative, but delays in the process as well as changes in FCA’s human resources affected this process and after exit decision FCA had to withdraw from this initiative.

The main change in implementing the Country Programme Action Plan in 2013 has been the exit decision taken in December 2013. Due to this decision no planned and budgeted new initiatives is to be implemented and FCA has negotiated and elaborated exit plans with each partner in the region and these will be implemented during 2014–2016.
Overview of the Haiti Programme
Haiti context analysis, which was conducted by FCA in the beginning of 2014, clearly shows that the human rights situation in Haiti has not changed to better direction in last years. Instead it has worsened due to 2010 earthquake, over 100 000 people still living in tents in unsanitary conditions, and life and food become more expensive. Besides political crisis lasted already years, Haiti is ranked 161st out of 186 in the group of countries with a “weak human development” according to the UNDP with a rate poverty of 77% and a Human Development Index of 0.454. More than two thirds of the total population lives below the poverty line, and especially women are at risk of all kinds of violence.

Right to Life
Right to Life is another important theme in FCA’s Haiti Programme, mainly due to the volume of school construction projects. The focus has still been in the infrastructure and providing secure learning spaces, but as the situation in Haiti can no longer be described as an emergency, this situation is being re-considered on the point of view of FCA strategy and long term view. A new project on the quality of education, implemented during 2013, is considered as first step in this direction. Due to the fact that Haiti is a country with extremely low levels of school attendance even on the level of basic education, FCA’s focus has continued to be in children.

Right to Livelihood
Right to Livelihood is another important theme in Haiti context analysis, which was conducted by FCA in the beginning of 2014, clearly shows that the human rights situation in Haiti has not changed to better direction in last years. Instead it has worsened due to 2010 earthquake, over 100 000 people still living in tents in unsanitary conditions, and life and food become more expensive. Besides political crisis lasted already years, Haiti is ranked 161st out of 186 in the group of countries with a “weak human development” according to the UNDP with a rate poverty of 77% and a Human Development Index of 0.454. More than two thirds of the total population lives below the poverty line, and especially women are at risk of all kinds of violence.

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways

• Through the LWF’s Integrated Development and Sustainability projects, the capacity of households to generate income for their families through environmental and farming activities and through moving up the value chain has been increased, as a result of support to 40 micro solidarity groups (MUSOs). MUSOs increase communities’ financial management capacity and increase income. The daily per capita income has increased from 1 USD/day to 2.22 USD/day in Forest des Pins. Up to 41% of them are female headed households.

• Furthermore 150 households’ capacities to generate income have been increased as a result of support to implementation of pilot farms that include reforestation and new products for income generation and food production and animal bushandry. They can afford more productive and diversified livelihood options.

• The attenuation of barriers and stereotypes related to gender resulted in better synergy between men and women in the communities, risk management and contingency plans exist in communities including screening of acute crisis instruments and their social/market consequences (seed banks, cash/food for work options) have resulted through Integrated Development and Sustainable Livelihoods project.

• The communities are also better prepared to mitigate impact and cope with disasters, as a result of training of civil protection structures, simulation exercises and cooperation with authorities. Mitigation actions such as road rehabilitation have been undertaken. Early warning systems have been strengthened through trainings.

• Communities’ resilience has also been strengthened, and they have improved awareness of climate change and natural disasters, as a result of sensitisation activities that have reached 16,500 people, including rights-holders and local authorities.

In addition, activities that contribute to DRR, such as reforestation, soil protection, agro ecological gardening/farming have been integrated to income generation activities. Diversification of livelihoods has contributed to resilience.

• Dialogue between rights holders, civil society and the local and regional authorities on how to integrate local DRR initiatives into Governmental DRR structures and strategy has improved linkages between these groups. Local authorities and civil protection structures are now better coordinated to establish early warning systems.

• ACT Alliance’s joint Program on Adaptation to the Climate Change and Disaster Risk Reduction has been successful gathering over 500 civil society organisations, faith communities, local authorities, several hundred small farmers and school children increasing their awareness of the causes and consequences of climate change for Haiti and for food security. Haiti’s first civil society platform on climate change was created, forming a basis for advocacy work towards the government to promote stronger climate change policies that ensure compliance with international agreements and treaties.
ratified by the Haitian government. Local advocacy and networking initiatives between communities, authorities and religious leaders on reforestation and forest protection were supported in Grand Anse.

- The ACT program has trained 65 journalists and the conduction of an awareness-raising campaign through 48 community radios which have improved knowledge about climate change and vulnerable communities’ resilience is strengthened as a result of improved knowledge of environmental problematic, soil protective structures and reforestation, introduction of new agricultural techniques and solid waste management and capacity building of grassroots organisations.

- The Strengthening of resilience of schools in face of disasters -project strengthened capacity of youth and teachers to reduce the impact of disasters, as a result of training of 200 teachers in 65 schools. Schools are now capable of drafting disaster response plans.

**Right to Education**

Haitians with limited educational background have access to quality vocational training/skill development

- Women and men have been trained in agriculture and animal husbandry, and have the capacity to participate in the development of their respective communities through the support of Integrated Development and Sustainable Livelihoods project.

- Children and youth living in disaster (both natural or man-made) affected communities have equal, uninterrupted access to quality education and safe and protected learning spaces through preparedness and response capacity of communities, including authorities.

- Reconstruction projects completed three hurricane and earthquake proof schools in 2013 complying with Government of Haiti standards, and 4 were about to be finished in first two quarters of 2014.

- 50 schools were provided with furniture and other equipment, which benefited directly 5,250 children and 220 teachers provided better learning environments in these schools. 10 artisans were trained and proved with tools to undertake the maintaining of this equipment and other school infrastructure.

- Projects contributed to the establishment of school councils in 50 schools. 49 schools directors and 163 school council are aware of their roles and responsibilities and understand the importance of participatory school management. Also active Parent-Teachers Associations and teacher training provided by communities and authorities.

- Monitoring and Education for Change and Quality education -projects have together contributed to teachers’ training. Teachers are capable of integrating classes on human rights and peace and tolerance in the curricula, contributing to the quality of education in the participating schools.

**Right to Peace**

Religious and traditional leaders and possible other non-formal structures are positively contributing to conflict prevention, mediation, conflict resolution and peace and actively promote human rights

- Integrated Development and Sustainable Livelihoods -project have supported local organisations’ and authorities’ sensitisation on human rights. CBOs are equipped with civic education tools, including capacity to articulate their rights and obligations as citizens.

- Decision-makers are willing and equipped to bear their responsibility to promote citizen security, including peaceful resolution of conflicts and protection and promotion of the equal human rights of the members of communities, with special attention to the protection of the most vulnerable.

- 131 teachers have practical skills in human rights that they are able to transmit to students through Monitoring and Education for Change -project.

- 266 teachers and other school staff have new capacities to train youth on peace, non-violence and reconciliation. Less violent behavior is observed among the youth trained in peace and tolerance through the specific project.

**Capacity Building**

Since it was not possible to conduct a capacity building workshop for Central American partners due to lack of FCA staff in Central America, it was decided to use the remaining budget for CB in Haiti. A training workshop on participatory methods was organised by FCA to 24 staff members of local partners and three FCA local staff members in December 2013. This enables partners to strengthen the consideration of rights-holders and their opinions and needs in their work. FCA will be doing follow-up on the results and action plans prepared in the workshop.

In addition, FCA supported the participation of two partner staff in MANGO finance training in November 2013 in order to strengthen partners’ financial management capacity.

Within the projects, capacity building of local partners is an important aspect of all LMF work, and this is supported by FCA as a specific project objective.

The capacities of new partners by FCA’s partner assessment grid were started, which permits the creation of a systematic capacity building plan in the future.

**Challenges Remaining and Lessons Learnt**

Challenges remaining in adaptation of our new strategy and operations after four years of earthquake in Haitian context to resources mobilised from emergency funds with tight deadlines. However, direction has been started to be changed more to transferring the focus from school construction to education contents and quality. This is in line with FCA’s rights-based strategy and highly relevant in Haiti.

Right to Peace theme has been integrated into the Country Programme and important work is being done in human rights awareness raising. However, further planning is needed and an assessment will be done during 2014 related to this theme in order to find possible new entry points.

A partnership with IDRI opens the opportunity to tap our own and build more schools and open education possibilities for the poorest children in Haiti as it is possible to turn FCA Haiti school construction towards building of community and public schools instead of private school construction, the trend which started in 2011. This partnership has also the ability to function as a key for collaboration in other thematic areas, such as a new EDU (Education) concept, which is in the product development phase, women’s entrepreneurship, and DRR and citizen security.

FCA undertook a mapping of potential new partners in order to reduce the dependency of a couple of old partners. Two organisations were assessed using FCA’s new project grid and accepted as potential partners and a third one was chosen to later assessment. Planning will take place with new potential partners to see possibilities for collaboration in the future.
3.6 Middle East

FCA works in three countries in the Middle East: Jordan, Lebanon and Occupied Palestinian Territories (OPT). Middle East Regional Office (MERO) is located in Amman, Jordan. In 2013 the MERO continued to expand its activities as well as its staff. Several staff also changed or got new positions over the year. By the end of 2013 MERO office had 13 staff.

During 2013 FCA continued the focus on livelihoods for women in the region and supported partners working in this sector in Lebanon and the OPT. With the aim of expanding these activities, a capacity building project was carried out with new Jordanian partner to capacitate it for a livelihood project to be implemented in 2014. FCA also carried out a baseline study to assess women's economic and civic participation in south and north of Lebanon to prepare the ground for new livelihood activities. No new Lebanese livelihood partners were identified despite active efforts, which was partially due to the worsening security situation.

The educational projects expanded throughout the region. For example in the OPT, two new partnerships were established with organisations combining elements of peace and education in their work. However, the main focus of the work was on the Syria refugee response in Jordan. FCA responded to the crisis by providing non-formal education and psycho-social support in the refugee camps of Za’atari and King Abdullah Park.

FCA continued its involvement in peace activities focusing especially on youth and providing them skills and knowledge related to non-violent civic action, peacebuilding and human rights in the OPT and Lebanon. In Jordan, FCA continued to support women's possibilities for democratic and peaceful civic participation, whereas in Israel a new partnership was launched with an organisation working on right to return of the Palestinian refugees. Working on peace issues in IOPT is a very delicate issue, and FCA has been contacted several times by the 'NGO Monitor' - a part of the Israeli Government. In 2013 no major incidents occurred but the travelling between Amman and Palestine is getting increasingly more difficult for the coordinator based in Amman.

Middle East Related Advocacy Initiatives

In 2013, FCA cooperated with Helsinki Metropolia University of Applied Sciences, Turku University of Applied Sciences and students from Aalto University in a documentary film project. In the framework of this project, FCA funded and facilitated four groups of students (a director and a camera operator in each), which worked 10 days in the Middle East shooting short documentary films. The project resulted in four documentaries of 10-15 minutes depicting everyday life of young women in Jordan, Lebanon, OPT and Israel. Their premier was held at “Helsingin Lyhytelokuvafestivaali” in November 2013. The aim of the project was to deconstruct negative stereotypes related to the Middle East, which is often seen only in terms of violence, religious fundamentalism and women's oppression. This film series provides an alternative perspective to the region by following four different young women, whose everyday occupations and interests vary from work in an Islamic aid organisation to managing a heavy metal band. Its focus on young adults links the project on FCA's priority target group in the Middle East. The film material will be used in FCA's communication and outreach activities in Finland. The DVD including the four short documentaries are attached to this report (Annex 9). Furthermore, FCA continued its involvement in WCC's EAPPI programme (see section 1.6.) as well as in APRODEV Middle East Working Group which has been active and published several advocacy documents.

Capacity Building

In November 2013, FCA’s partners from Jordan, Lebanon and OPT participated in the regular annual meeting held in Amman. Global and FCA advocacy tools and mechanisms training provided and FCA presented the regional advocacy film youth documentaries produced in 2013. All partners was divided into groups and asked to present advocacy plans relevant to their country context or experiences. Capacity building was provided during the visits the programme coordinators paid to the partners throughout the year.

During the year, local staff has participated in several trainings, especially within the humanitarian action. Trainings provided by UN agencies and other INGOs within subjects such as psycho-social support, gender based violence and humanitarian coordination took place continually. In November 2013, in collaboration between FCA and Church of Sweden, longer psycho-social support training was conducted in Amman for FCA staff. The country coordinators have also taken on the responsibility of capacity building with their existing partners for example on report and proposal writing.

Overview of the Jordan Programme

Jordan is currently facing demographic, economic and environmental pressures: a high population growth rate (high fertility rate: 3.8 children per woman), scarcity of water, increasing poverty and high unemployment rate of 14% (unofficial rate estimated 30%), especially among the youth unemployment rate being 29.3%. The global financial crisis and regional turmoil are challenging the country's economic growth and further intensifying the challenges on Jordan's development.

As a result of regional conflicts, Jordan has hosted several waves of refugees: Palestinians, Iraqis and most recently Syrians. The influx of Syrian refugees to Jordan since 2011 has led to population increase of 15%, which has increased the stress on existing resources, contributing to the rising costs of living and adding to the competition over livelihoods.

In 2013, FCA focused on preparing the ground for supporting the local communities in the areas assessed and selected in 2012 through partnering with a women’s NGO in Maan in southern Jordan to improve women’s role in economic and civic participation. FCA targeted a women organisation called Al Anwar Society for Ladies to build its capacity for future cooperation in the domain of women’s livelihood. The actual projects activities with the partner have started in 2014. The capacity building project implemented in Maan falls under Right to Livelihood, as the main objective is to build the capacity of women to enable them to compete with men in the job market.

FCA is running a humanitarian programme in Za’atari and King Abdullah Park refugee camps in Jordan, with an overall goal of improved resilience and wellbeing for Syrian refugee youth between 15-24 years. The humanitarian programme is a part of the regional humanitarian response coordinated in Maan under Regional Response Plan, where FCA operates in the Non-formal Education sub-sector (under Education) and Psychosocial services (under Protection). The organisation is also a member of ACT Alliance’s Jordan/Syria/Lebanon-forum, which has released two appeals for assistance to the affected in the Syrian conflict. FCA’s humanitarian refugee response in the Syrian refugee camps has mainstreamed a psychosocial component
Programme Objectives and Achievements

Right to Livelihood

Local communities in disaster affected or otherwise fragile contexts have strengthened their assets and capability to develop their livelihoods in sustainable ways...

- The started partnership with Al Anwar Society for Ladies in 2013 aimed at building organisation’s capacity in project planning and implementation so that actual livelihood project could start in 2014. FCA implemented the capacity building project for the organisation, as well as networking with relevant public and private entities.
- A set of trainings have been conducted on following issues: administrative and financial management, basic English, IT- and computer skills, communication- and management skills, legal awareness, proposal writing, gender mainstreaming, gender based violence, life skills and food safety.
- The capacity building resulted in a proposal for livelihood project improving women and families’ living standards through enhancing women civil and economic rights knowledge, providing key and soft skills to build their capacity to enable them access to job opportunities available.
- The partner implements the project with FCA’s support in 2014.

Right to Education

Women, men and youth in disaster affected or otherwise fragile contexts have increased their capability to access to quality vocational training/skill development...

- FCA specialised in ESF and has been filling a gap in the coordinated response to focusing on Syrian refugee youth between 15-24 years. Various needs assessments and focus group discussions have showed a need for strategies to occupy their time with meaningful activities and skills development.
- In 2013, FCA has been providing classes in Za’atari and King Abdullah Park refugee camps in Jordan, such as literacy, English and classes on computer skills, as well as recreational activities. Among the physical activities, the social circus (in cooperation with Nablus Circus School and Sirkus Magenta) has been a highlight and the training has received international attention. FCA has also implemented skills training courses in the camps, such as electricity maintenance and barber training. Approximately 4,300 beneficiaries have participated in these FCA’s programme activities of non-formal education and psycho social support services to Syrian refugee youth.

Right to Peace

Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the respect of human rights with the active participation of women and youth...

- 10 professional women who have potential to became transformational public servants and actively engaging civil society were selected to participate in the Jordanian Institute for Women Leaders project acquired knowledge about the role of civil society organisations in the promotion of democracy as well as the skills and knowledge in the field of leadership and time management. All participants gained knowledge about leadership skills and awareness, conflict resolution skills, dealing with the media, and they became able to give training courses in a number of issues on which they were trained over the past year.
- The participants hold a round table symposium in December 2013 to review experiences of Jordan, Palestine, and the Arab countries in the field of women’s leadership.
- 126 women in six governorate of Jordan (Zarqa, Jerash, Maf’an, Madaba, Irbid, Karak) were able to gain knowledge about leadership skills in order to participate, the role of women in political participation, applied models on women’s participation, women’s participation in political life, campaign management skills, the rights of women in Jordanian laws, the experience of women in the democratic process, the empowerment of women in all areas, and time management.

Capacity Building

Partners of the Jordan Country Programme attended in the regional annual meeting and capacity building which was reported under Regional Report. Furthermore FCA used its in-house expertise to conduct a set of capacity building awareness sessions implemented in Maan. The sessions included issues such as gender based violence, gender mainstreaming in CBOS’ policies and projects, women legal protection context in Jordanian constitution and laws. The sessions were part of capacity building of and livelihood project development with Al Anwar Society for Ladies.

Challenges Remaining and Lessons Learnt

The projects were implemented smoothly with no major challenges faced in 2013. The proximity to the border and economic strains on Syrian refugees and Jordanians affect overall security and the situation remains fragile. In camps, disturbances at distribution points, demonstrations and fires have been occurring. The high influx of refugees into host communities has also placed pressure on towns and villages, due to lack of service provision, increased cost of living and unemployment. FCA closely monitors the situation, follows security guidelines and updates and reassesses conditions for project implementation when necessary.

The Jordan programme has been indirectly affected by the challenges. Activities related to the livelihood theme is highly applicable in the current circumstances, but all its opportunities including vocational trainings and work skills is limited to Jordanians according to the Jordanian government’s new policy, while the Syrian refugees are not allowed to benefit from these opportunities nor access to the job market in general. The high rate of unemployment among Jordanians leads the government to put restrictions on Syrian’s job accessibility to avoid competition between both parts.
Overview of the Lebanon Programme

Lebanon's development is highly sensitive to domestic and regional developments. Lebanon has a long history of conflict and has been affected by various political and economic instability. The government has attempted to address these challenges through various programs and initiatives. The following is an overview of some of the key developments in these areas:

**Economic Development**
- Lebanon has a diverse economy, with significant contributions from the tourism and service sectors. However, the country has struggled with high unemployment rates, particularly among youth and women.
- The economy is heavily dependent on remittances from expatriates and foreign investments.
- Despite efforts to diversify the economy, Lebanon continues to face significant challenges, including a high reliance on foreign aid and international organizations.

**Human Rights**
- Lebanon has made progress in protecting human rights, particularly through the adoption of the National Human Rights Strategy in 2013.
- The government has taken steps to address issues such as violence against women, child labor, and discrimination.
- However, challenges remain, including corruption, police brutality, and limited access to justice.

**Peace and Reconciliation**
- Lebanon has been engaged in various peace initiatives, including the 2013 National Human Rights Strategy and the 2013 National Peacebuilding Strategy.
- Efforts have been made to support local communities affected by conflict, including displaced persons and refugees.
- The government has also worked to promote reconciliation and address the root causes of conflict.

**Education**
- Lebanon has made significant progress in education, with high enrollment rates and a focus on access and quality.
- However, challenges remain, including disparities in access to education, especially for girls and marginalized communities.
- The government has implemented various programs to address these issues, including the National Education Strategy.

In conclusion, Lebanon continues to face significant challenges in economic development, human rights, and peace and reconciliation. The government and various international organizations have made efforts to address these challenges, but much work remains to be done.

**Programme Objectives and Achievements**

**Right to Livelihood**
- In 2013, PFA continued supporting its existing partners and worked to identify new partners and initiate cooperation in various sectors, including livelihoods and peace building.
- The programme focused on promoting peace and stability through various activities, including the promotion of human rights and respect for children's rights.

**Right to Education**
- The programme continued its focus on children's rights and participation in education, with a particular focus on girls' education.
- Efforts were made to support girls in accessing education, particularly in regions where access is limited.

**Right to Peace**
- The programme continued its focus on promoting peace and stability in Lebanon, with a particular focus on local communities affected by conflict.
- Efforts were made to support local communities, including the provision of medical assistance and support for women and children.

**Programme Evaluation**
- The programme continued to evaluate its impact and effectiveness, with regular assessments and evaluations conducted in 2013.
- The programme aimed to improve its sustainability and effectiveness through ongoing evaluation and learning.

**Conclusion**
- The programme continued to make progress in promoting peace and stability in Lebanon, with a particular focus on children's rights and participation.
- The programme continued to work with various partners and stakeholders to address the challenges faced by local communities.

**Annex 7**
- The final report was submitted in 2014 but the actual assessment was conducted in 2013. Assessment is attached to the report.
Raising or Grants.

planned FCA activity could take a form of Capacity Building and Civic or Political Empowerment were the most strategic choices to address the identified gaps in the starting programmatic planning, FCA needs to make three efforts are therefore more needed than ever. Before beginning programmatic planning, FCA needs to make three strategic choices to address the identified gaps in the status of women. Social Empowerment, Economic Empowerment and Civic or Political Empowerment were the most frequently requested operations by the participants. The planned FCA activity could take a form of Capacity Building, Alternative Service Provision, Advocacy, Awareness Raising or Grants.

Capacity Building
FCA built its partners’ capacity and skills through the regional capacity building trainings implemented in 2013 (reported under Middle East Regional Report), as well as by spending time in one-to-one project support between the Programme Coordinators and partner organisations’ staff.

Challenges Remaining and Lessons Learnt
During 2013 FCA terminated its partnership with Nahwa Al Mawatiyeh (Na-aM) which implemented the Civic Rights Programme in previous year. The organisation issued a new strategy at the end of 2012, and FCA was informed that there will be no staff working in Na-aM. The whole structure is based on a network of volunteers and activists who join the campaigns as a support groups. Fortunately the new partner SCF was identified and partnership started in 2013.

Recent incidents in Lebanon clearly showed that the Lebanon is still troubled with a culture of violence with groups ready to return to violence as a means of achieving their demands. Today, the crisis in Lebanon remains chronic due to the politically polarised environment emanating from regional complexities, particularly related to the current situation in Syria. This situation has amplified the political polarization in Lebanon, spreading fear of more security incidents and a potential outbreak of civil unrest.

Accordingly, FCA decided not to proceed with partner’s capacity assessment of one of the potential partner in Akkar-North Lebanon in 2013. FCA took this decision to mitigate the risk of its staff facing any security problem during assessment or later on project implementation. Another action was taken related to south Lebanon ICNDR project. FCA used to visit frequently the project location, but according to the high risk related to visits, all meetings were held in the partner’s office in Beirut.

Above mentioned issues have constrained development of the Country Programme. However, conducted assessment on women’s rights needs good material for planning of new activities.

Occupied Palestinian Territories (OPT)

Overview of the OPT Programme
OPT continues to be affected by the ongoing unrest in the Middle East region, which escalated into a devastating turmoil in Egypt in July 2013. As a result, the Rafah border, serving as a lifeline to Gaza from Egypt, was closed indefinitely and left thousands of people stuck inside and outside Gaza. This has led people in Gaza relying solely on goods and products coming from Israel, which are double the price of those from Egypt. Due to this sudden increase, Gaza is facing a problem of food insecurity, which will be one of the biggest challenges this year, in addition to ongoing security problems. Furthermore, the continued conflict in Syria has created a domino-effect and caused tension in Syria’s neighbouring countries, but also caused Syria’s Palestinian refugees to uproot themselves and seek shelter elsewhere, for example in Lebanon. Furthermore Israel published plans for 3,100 new settler homes being built in the occupied territories.

FCA’s work in OPT focuses on Right to Peace theme, especially on human rights education and promotion among Palestinians. FCA’s partners PCPD (Palestinian Center for Peace and Justice), MEND (Middle East Nonviolence and Democracy) and Zohrot are implementing the peace projects. The Country Programme included also one Right to Livelihood project implemented by IOCC (International Orthodox Christian Charities) as well as Education through partner DCA (DanChurchAid) in psychosocial work and Creating Hope project.

EAPP programme is also part of OPT Country Programme, but being a global initiative it is administered from FCA HQ. EAPP programme aims to contribute to lasting peace in Israel and Palestine through the work of Ecumenical Accompaniers (EAs), the volunteers deployed through the programme, to offer protective presence, monitoring and documentation of human rights violations as well as awareness raising (see section 1.6).
Programme Objectives and Achievements

Right to Livelihood

- Women have equal access and control over productive resources and assets
  - Only livelihood project in OPT programme was “Improving the Economic Opportunities and Livelihoods of Vulnerable Women in the West Bank”. The project supplied the beneficiaries with tools and seedlings for longer-term agriculture production; provided the beneficiaries with chickens and needed equipment, tools and production materials to help produce and market their livestock products.
  - Women-headed households have been able to produce remains as a result that they have been able to sell at the local markets. For example, household gardens for 40 women beneficiaries produced 12.267kg where they’re consumption was only 2.153kg. The surplus of 10.114kg earned them in total ELS 44,769. Furthermore project has succeeded in providing the women a good experience of being able to provide income for their families through eggs they get from chickens.
  - Gender gaps in access to resources have decreased. Based on monitoring visits and discussions with beneficiaries and the project team, women have gained more confidence in managing resources and themselves through being able to provide for their families. Given that their husbands are unemployed or do not have permits to cross to Israel for work, their livelihood activities support the whole family and provide them with extra money from selling the surplus.

Right to Education

- Women, men and youth in disaster affected or otherwise fragile contexts have access to quality vocational training/skill development
  - In DCAs psychosocial support project, 56% of all beneficiaries of the project are girls. Project successfully referred children most affected with psycho-social problems to psychologists in order to provide them with proper treatment. The town committees have acknowledged that the issue of psycho-social health should be dealt also within the community and that the community can also engage in activities for the improvement of psychological health of the children.
  - Importance of continual equal access to education and “second chances” is lifted up in global discourse and role of “second chances” is understood stronger in education policies. Through Creating Hope project, 50 fresh graduates and unemployed students were provided with internships and their diploma fees were paid off. As a result, they have university diplomas. The 6 female (2 male) students managed to get employment after the internship as a result of the project. As the project raised the awareness of the community and the universities on the dilemma of missing diplomas, the participating universities waived the diploma fees of 25 students (22 women) outside of the project scope as a good gesture.

Right to Peace

- Local communities in disaster affected or fragile contexts have enhanced capability to prevent and resolve conflicts promoting the prospect of human rights with the active participation of women and youth
  - Through the Promoting the Democratic Process in Palestine -project, culture of citizenship, including understanding of citizenship security is promoted. By the end of the year, the youth have learnt about the International Humanitarian Law and they are advocating for the Palestinian decision-makers to become part of (members) in the different United Nations organisations, mainly a member of the International Criminal Court.
  - Youth showed increased understanding of their rights and involvement in political work, and worked on initiatives to make their voices heard by decision makers. Decision makers have participated in the demonstrations conducted in front of the representatives, and they listened to the youth speeches. Pre- and post-questionnaires used in the activities showed an increase of 40% in knowledge and 55% in change of attitudes.
  - Peace and human rights education were provided in schools through MEND’s Rights First project. 110 students were trained during 2013 in five schools in human rights and other subjects according to the curriculum of “Rights First”. The training raised awareness of the students on issues of human rights and democracy, where these subjects are not usually included in the academic curriculum of the schools. It provided a solid basis for all other activities - the students gained the understanding and could promote human rights and democracy when they producing media spots and other materials for the open day, while sharing their knowledge with other students in the school.
  - Zochrot’s Right to Peace programmes offered a new way of dealing with a particularly critical and divisive issue of the conflict, with both parties to the conflict involved and using a bottom up approach. They aimed to overcome long standing frustrations, stereotypes and prejudices and to build the capacity of the Israeli and Palestinian target groups to create wider support for practical rights-based solutions for Palestinian refugees and IDPs in their societies. Their programmes enhanced understanding, recognition, trust, capacity and alliances among Palestinians and Israelis. Both parties were exposed to their own and the other’s narratives as well as to the other side’s respective needs, rights and grievances.
  - Overall 6 new local models of return were presented in the framework of the 2 parts panel: “Return Now! Reports from the field” on the second day of the international right of return conference organised by Zochrot in Tel Aviv in September 2013. The localities presented were Gaza, Iqrit, Mt-ar, al-Ruis, al-Az-aqub and al-Lajun. 2 models of return to the destroyed Palestinian villages Mt-ar and al-Ruis were presented based on community planning strategies for imagining and building towards a future return. In doing so, urban planning had utilised techniques, mapping, and community planning methods in ways that allowed the re-envisioning how these sites can be rebuilt to accommodate returnees. Following the successful introductory Transitional Justice, Zochrot aims to further deepen the understanding of the local and regional issue of transitional justice in the case of Israel/Palestine offering the broader civic society community more courses and seminars on implementing TJ practices in the case of Palestine/Israel. Thus, the course “Transitional Justice to Civic Society” was developed with Dr. Ron Dudai, from the Transitional Justice Program, Minerva Center for Human rights, The Hebrew University in Jerusalem. The course was composed from 4 meetings, 3 hours each and took place during July 2013.

Capacity Building

- In November 2013, FCA development team organised the Regional Annual Partner Meeting, with an emphasis on advocacy and social media. The meeting enabled all partners to share their work, in addition to two select partners presenting their advocacy work and how they conduct it in their countries. FCA HQ team also provided presentations on advocacy tools.
- FCA staff has provided significant capacity building throughout the year by working closely with partners, creating and introducing standard logframes that all partners now have to utilise. In addition, new quarterly project reporting formats were created as well that link to the logframes, therefore urging partners to follow their planned activities. The new formats will also aim to provide information that has largely been lacking from the current report- ing documents. OPT Programme Coordinator will continue to support the partners and work with them on institutional donor proposals to access larger funding for their projects.

Challenges Remaining and Lessons Learnt

- There has been a realisation that FCA needs to take stock of the work we have conducted in the past years in OPT and also to assess how we can continue working in the context. Given that there was a change in our thematic areas last year, existing partners have had to adjust to this change, also as a result some of the projects have not been continued. Furthermore, since we work through partner organisations on the ground, there is a need to assess the current partners, analyse the context and what FCA’s niche in the sectors is in OPT, as well as ensure that the partnerships we have are organisations that have sufficient capacity to manage the projects accordingly. A needs assessment/context analysis will be conducted during 2014.
- Restriction of movement of the Palestinian population due to e.g. check-points new Israeli settlements is a major factor undermining Palestinian livelihoods and ultimately right to peace in the region. This root cause and its consequences are addressed both from peace and livelihood perspectives.
4. Summary of the PA Programme’s Incurred Costs and Financing in 2013

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>BUDGET EUR</th>
<th>INCURRED EUR</th>
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<tbody>
<tr>
<td>A. Project Costs</td>
<td>9,177,531</td>
<td>8,761,993</td>
</tr>
<tr>
<td>B. Project Planning and Evaluation, Resource Development</td>
<td>63,310</td>
<td>48,521</td>
</tr>
<tr>
<td>C. Information and Publicity Activities</td>
<td>469,100</td>
<td>464,657</td>
</tr>
<tr>
<td>D. Administration</td>
<td>1,078,882</td>
<td>927,837</td>
</tr>
<tr>
<td>Programme’s Overall Costs</td>
<td>10,788,824</td>
<td>10,205,008</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FINANCING</th>
<th>EUR</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government support</td>
<td>7,800,000</td>
<td>77</td>
</tr>
<tr>
<td>- 15,587 (recorded for 2013 of the returned sum to the MFA)</td>
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<td></td>
</tr>
<tr>
<td>Self-financing from Finland</td>
<td>2,458,323</td>
<td>23</td>
</tr>
<tr>
<td>Self-financing from Abroad</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Funds</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The auditor’s assurance and signature, see Annex 5.

Helsinki 25th August 2013.

Finn Church Aid Foundation

Toni Pentikäinen
Executive Director

Finn Church Aid Foundation

Toni Järvinen
Director of International Cooperation

5. Annexes

- FCA Strategy 2013-2016 (Annex 1)
- Finn Church Aid’s Annual Report 2013 and Annual Accounts 2013 (Annex 3)
- Finn Church Aid’s Audit Report for 2013 (Annex 4)
- The Audit of the Partnership Agreement 2013
  - The audit report (Annex 5)
  - Summary of relevant audit findings, recommendations and actions taken (by Finn Church Aid) (Annex 6)
- Studies conducted in 2013 (Annex 7)
  - Review of Finn Church Aid Programme and Operations in Central America
  - Liberia: Feasibility Study on Commercialization of a Poultry Project
  - Kenya: Assessment of Livelihood Opportunities for Women & Youth in Northern Kenya;
    The case of Turkana South and Pokot Central Sub-Counties
  - Lebanon: Women’s Role and Voice in Lebanon – A Needs Assessment Report
  - Evaluation Reports (Annex 8)
  - Middle East short documentary films: ”Yksi Lähi-itä, Neljiä tarinaa” (Annex 9)
- Material for Information and Advocacy Projects (Annex 10)
  - Tekoja Magazines 1–4/2013
  - Tekoja Campaign
  - Common Responsibility Campaign
## 6. List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>Agricultural Cooperative</td>
</tr>
<tr>
<td>ACCHR</td>
<td>American Center for Human Rights Studies (Jordan)</td>
</tr>
<tr>
<td>ACT</td>
<td>Action by Churches Together</td>
</tr>
<tr>
<td>AFEIL</td>
<td>Association of Female Lawyers of Liberia</td>
</tr>
<tr>
<td>APDDEV</td>
<td>Association of World Council of Churches related Development Organisations in Europe</td>
</tr>
<tr>
<td>ARD</td>
<td>Asia Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>CAR</td>
<td>Central African Republic</td>
</tr>
<tr>
<td>CARO</td>
<td>Central Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>CB</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>CBM</td>
<td>Community-Based Disaster Management Committees</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organisation</td>
</tr>
<tr>
<td>CC</td>
<td>Climate Change</td>
</tr>
<tr>
<td>CDS</td>
<td>Conflict-Driven Settlers</td>
</tr>
<tr>
<td>CDSH</td>
<td>Centro de Desarrollo Humano (Honduras)</td>
</tr>
<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination against Women (UN)</td>
</tr>
<tr>
<td>CEDES</td>
<td>Comité Ecuemonico para Desarrollo Social (Zambia)</td>
</tr>
<tr>
<td>CIPREDH</td>
<td>Centro de Investigación y Promoción de los Derechos Humanos (Honduras)</td>
</tr>
<tr>
<td>CLAI</td>
<td>Latin American Council of Churches</td>
</tr>
<tr>
<td>CIH</td>
<td>Caribbean Health and Education (Environment) (Somalia)</td>
</tr>
<tr>
<td>COORD</td>
<td>Coordinaciones locales de reducción de desastres - local disaster reduction coordinators (Guatemala)</td>
</tr>
<tr>
<td>CONCORD</td>
<td>Confederation for Relief and Development Organisations in Europe</td>
</tr>
<tr>
<td>COPERA</td>
<td>Comunidades de la Pluraletes y Elementos en el Bajo Marañón (Democratic Republic of the Congo)</td>
</tr>
<tr>
<td>COPV</td>
<td>Church of Uganda Planning, Development and Rehabilitation Department (Uganda)</td>
</tr>
<tr>
<td>CRD</td>
<td>Center for Research and Dialogue (Somalia)</td>
</tr>
<tr>
<td>CWCC</td>
<td>Cambodian Women's Crisis Center</td>
</tr>
<tr>
<td>DCA</td>
<td>DanChurchAid</td>
</tr>
<tr>
<td>CCS</td>
<td>Counties and Social Justice (Lebanon)</td>
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<tr>
<td>CWS</td>
<td>Department for World Service (Lutheran World Federation)</td>
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<tr>
<td>EAC</td>
<td>Ecumenical Accompaniers</td>
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<tr>
<td>EAPI</td>
<td>Ecumenical Accompaniment Programme</td>
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<td>ECDL</td>
<td>Early Childhood Development Centre</td>
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<tr>
<td>ECHO</td>
<td>European Commission Humanitarian Aid Department</td>
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<tr>
<td>EIE</td>
<td>Education in Emergencies (Humanitarian Assistance)</td>
</tr>
<tr>
<td>ERPD</td>
<td>Emergency Response and Preparedness Plan</td>
</tr>
<tr>
<td>ESARO</td>
<td>East and Southern Africa Regional Office (Finn Church Aid)</td>
</tr>
<tr>
<td>ETHN</td>
<td>Études et Équipes d’Enseignement des Naïeengans (Democratic Republic of Congo)</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FAME</td>
<td>Forum for African Women Educationalists (Sierra Leone)</td>
</tr>
<tr>
<td>FCA</td>
<td>Famine-Church Aide</td>
</tr>
<tr>
<td>FE</td>
<td>Femmes pour la Droits de la Femmes et de l'Enfant (Democratic Republic of Congo)</td>
</tr>
<tr>
<td>FTE</td>
<td>Full-time equivalent (human resources)</td>
</tr>
<tr>
<td>GAGW</td>
<td>Global Alliance Against Traffic in Women</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GEC</td>
<td>Global Education Cluster</td>
</tr>
<tr>
<td>GG</td>
<td>Global Grants Unit, Finn Church Aid</td>
</tr>
<tr>
<td>GS</td>
<td>Green Scenery (Sierra Leone)</td>
</tr>
<tr>
<td>HRAP</td>
<td>Human Rights Accountability Partnership (Somalia)</td>
</tr>
<tr>
<td>HRCAP</td>
<td>Hazarpe for Peace, Human Rights and Sustainable Development (Somalia)</td>
</tr>
<tr>
<td>HMA</td>
<td>Humanitarian Mine Action</td>
</tr>
<tr>
<td>HRA</td>
<td>Humanitarian Aid Unit (Finn Church Aid)</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>IASC</td>
<td>Inter-Agency Standing Committee (coordination of humanitarian assistance)</td>
</tr>
<tr>
<td>ICAP</td>
<td>Integrated Community Assistance Program</td>
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<tr>
<td>ICEDR</td>
<td>International Council for Environmental Development and Relief</td>
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<tr>
<td>ISB</td>
<td>Inter-American Development Bank</td>
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<td>ISP</td>
<td>Internally Displaced Person</td>
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<tr>
<td>ISDN</td>
<td>International Development Network</td>
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<tr>
<td>IGA</td>
<td>Income-generating activities</td>
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<tr>
<td>INGO</td>
<td>International Non-Governmental Organisations</td>
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<tr>
<td>IUC</td>
<td>International United Orthodox Christian Churches (Palestine, Jordan)</td>
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<tr>
<td>IRDP</td>
<td>Integrated Rural Development (through Empowerment) Programme</td>
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<td>KYA</td>
<td>Khyber Youth Association (Cambodia)</td>
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<td>LAICO</td>
<td>Latin America and the Caribbean Regional Office (Finn Church Aid)</td>
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<td>LFGO</td>
<td>Local Non-Governmental Organisation</td>
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<td>LGDO</td>
<td>Linking Gender, Rehabilitation to Development</td>
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<td>LWA</td>
<td>Life With Dignity (Cambodia)</td>
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<td>LWF</td>
<td>Lutheran World Federation</td>
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<td>LOA</td>
<td>Local’s Assistance Agency (Uganda)</td>
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<td>MAG</td>
<td>Mines Advisory Group</td>
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<td>MSF</td>
<td>Millenium Development Goals</td>
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<td>MISSFH</td>
<td>Mission Social des Epoux Haïtiennes (Haiti)</td>
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<tr>
<td>MFSO</td>
<td>Mundus Relief and Development Association (Sweden)</td>
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<tr>
<td>MSO</td>
<td>Micro Smallity groups</td>
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<td>MWC</td>
<td>Movement of the 22-March, Congolese Revolutionary Army (DRC)</td>
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<tr>
<td>NA-M</td>
<td>National de Montréal (Canada)</td>
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<tr>
<td>NCA</td>
<td>Norwegian Church Aid</td>
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<tr>
<td>NCTVA</td>
<td>National Council for Technical and Vocational Education (Sierra Leone)</td>
</tr>
<tr>
<td>NDP</td>
<td>NGO Education Partnership (Cambodia)</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<tr>
<td>NMM</td>
<td>Network Movement for Justice and Development (Sierra Leone)</td>
</tr>
<tr>
<td>NNSW</td>
<td>Nepal National Dalit Social Welfare Organisation (Nepal)</td>
</tr>
<tr>
<td>OCHA</td>
<td>Occupied Palestinian Territories</td>
</tr>
<tr>
<td>OCHA</td>
<td>Olsen Office of the High Commissioner for Human Rights</td>
</tr>
<tr>
<td>PA</td>
<td>Participatory Action (between Finn Church Aid and the Ministry for Foreign Affairs of Finland)</td>
</tr>
<tr>
<td>PACA</td>
<td>Pan African Climate Alliance</td>
</tr>
<tr>
<td>PAP</td>
<td>Partnership, accountability, non-discrimination, equality, empowerment, and link to human rights standards (principles of RBA)</td>
</tr>
<tr>
<td>PDR</td>
<td>People’s Development and Research (Uganda)</td>
</tr>
<tr>
<td>PDPO</td>
<td>Partners in Development and Peace in Africa (PDP)</td>
</tr>
<tr>
<td>PLEN</td>
<td>Planning, Monitoring, and Evaluation</td>
</tr>
<tr>
<td>PHR</td>
<td>Planning, Monitoring, Evaluation and Reporting</td>
</tr>
<tr>
<td>PKO</td>
<td>Project New Outlook (Liberia)</td>
</tr>
<tr>
<td>RADA</td>
<td>Rehabilitation and Development Agency (Sierra Leone)</td>
</tr>
<tr>
<td>RAEFE</td>
<td>Réseau des Associations de Femmes Juristes de l’Est de la République Démocratique du Congo (RBD)</td>
</tr>
<tr>
<td>RBA</td>
<td>Rights-based Approach</td>
</tr>
<tr>
<td>RECONS</td>
<td>Rehabilitation Center for Civic Leadership (South Sudan)</td>
</tr>
<tr>
<td>RED**</td>
<td>The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries</td>
</tr>
<tr>
<td>REMCH</td>
<td>Release National De Offens du Imples Humans (Malt)</td>
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<tr>
<td>RRT</td>
<td>Right to Education, Theme (Finn Church Aid)</td>
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<tr>
<td>RSH</td>
<td>Right to Health, Theme (Finn Church Aid)</td>
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<tr>
<td>SCH</td>
<td>Service Christian (Haiti)</td>
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<tr>
<td>SCS</td>
<td>South Central Somalia</td>
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<td>SLPP</td>
<td>Sustainable Livelihood Promoters Programme (Liberia)</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Achievable, Relevant, Time-bounded indicators</td>
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<td>SGOD</td>
<td>Somaliland Office (Finn Church Aid)</td>
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<tr>
<td>SFDF</td>
<td>Somalia Stability Fund</td>
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<td>SUICO</td>
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<td>Temporary Learning Space</td>
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<td>TVET</td>
<td>Technical Vocational Education and Training</td>
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<td>UAC</td>
<td>Uganda Change Agents Association (Uganda)</td>
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<tr>
<td>UAP</td>
<td>United Arab Emirates</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNER</td>
<td>United Nations Educational, Scientific, and Cultural Organization</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNHCR</td>
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<td>UNHRD</td>
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<td>UNPF</td>
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<td>United States Agency for International Development</td>
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<td>Voluntary Organizations in Cooperation in Emergencies</td>
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<td>VS</td>
<td>Village Self-Assessment</td>
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<td>Water, Sanitation, and Hygiene</td>
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<td>WARO</td>
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