



FINN CHURCH AID  
**actalliance**

## **FINN CHURCH AID'S STRATEGY FOR 2013–2016**

# FINN CHURCH AID



## MISSION

Action for human dignity



## VISION

Changing the world through support for people in the most vulnerable situations.

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



## VALUES

### Unconditional love for our neighbours

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

### Ungielding hope

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

### Courage

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

### Respect

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



## Peace comes first

Decades of work in the world's most difficult areas have taught Finn Church Aid the importance of peace for development and the realisation of human rights. Children fearing for their loved ones amidst the ruins of war, women experiencing violence, communities being destroyed by feelings of hate and distrust – these are all incidents that leave us at a loss for words. Still, people everywhere harbour dreams of peace.

We want to help people make these dreams come true. Finn Church Aid aims to become an internationally recognised player in peace work in traditional communities and among religious leaders.

We will also specialise in small-scale entrepreneurship among women. We will create new opportunities for women and young people through education, while continuing with our traditional catastrophe aid.

In its previous strategy, Finn Church Aid decided to establish field offices. In the future, we will increasingly focus on our work on the field. We will also seek to make our work more effective by halving the number of countries in which we operate. This will enable us to focus on those who are most vulnerable.

We believe that, through sufficient specialisation, even a small organisation can change the world. We invite you to join in this work for human dignity.

Antti Pentikäinen  
Director, Finn Church Aid





## Identity

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

FCA is a rights-based actor. Our action is guided by international human rights standards and principles. Equality, non-discrimination and accountability are at the core of our work. FCA believes that sustainable change requires tackling the root causes of inequality and non-realisation of human rights, and working with both rights-holders and duty-bearers. As a rights-based actor, FCA's role is to facilitate dialogue and accountability between the two.



Maija Hakulinen



## Guiding principles

FCA works through three equally important and interconnected means of intervention: development cooperation, humanitarian assistance and advocacy work. Within each of these realms, FCA adopts three main types of roles: facilitator, advocator and supporter. In exceptional cases, FCA may also act as an implementer.

FCA's programme is carried out with one integrated approach for all phases of the seamless continuum formed by preventive work, disaster relief work and development cooperation. FCA's approach to rights-based programme work is to consider risk management, risk reduction, conflict sensitivity, gender sensitivity, climate change and environmental considerations as a whole, due to their interconnectedness. FCA aims to build a consistent programme that includes all of these aspects.

FCA's work is based on international humanitarian principles. According to these principles, all people affected by disaster or conflict have the right to receive protection and assistance, without exception. FCA's humanitarian response aims to ensure basic conditions for life with dignity as well as prevent and alleviate human suffering. This humanitarian imperative is primary in all our work. In order to ensure a positive impact in its humanitarian work, FCA prioritizes programme countries and takes actions elsewhere only after careful consideration.



Ville Kivimäki

## Strategic objectives

### STRATEGIC OBJECTIVE 1: STRIVING FOR FOCUS AND IMPACT

#### 1.1 Added value through thematic specialisation

Local communities in disaster-affected and fragile areas are faced with multiple challenges posed by poverty, conflict, climate change, environmental hazards and lack of opportunities. Local operators are the key



Lauri Soini



Ville Asikainen

agents in finding their own solutions to these development challenges.

FCA aims to become a globally recognised player in supporting peace work in local communities. We will train religious and traditional leaders in peace work, help them solve local conflicts and support them in influencing national and international peace processes. At the same time, we will specialise in supporting small-scale entrepreneurship, particularly among women and young people, and in organising related vocational training. Education in emergencies is the key focus in FCA's humanitarian work. We aim to strengthen our own and ACT Alliance's capacity in these areas.

In the future, FCA will specialise in supporting local communities in three priority areas: the right to peace, livelihood and education. The guiding principle in planning our programmes is that any one area should not exceed 60 percent or be smaller than 20 percent of the total programme volume in any given geographical context. In resource use, we will continue to focus on development cooperation in local communities.

FCA aims to become a well-known partner in its areas of specialisation. We want to develop coordination mechanisms, promote joint planning and learning and participate in local and international clusters related to our areas of specialisation. We will build partnerships with the United Nations and other international operators. Moreover, we will train experts and maintain stand-by mechanisms in our areas of specialisation.

## 1.2 FCA continues to adopt a geographical focus

FCA will focus on consolidating its operations in its programme countries. We will ensure high-quality implementation of local programmes. Our regional offices are located in Cambodia (Asia), the Democratic Republic of Congo (Central Africa), Kenya (Eastern and Southern Africa), Liberia (Western Africa), Jordan (Middle East) and Haiti (Latin America and the Caribbean). In addition, FCA has country offices in Somalia and South Sudan that operate under the Kenya regional office. In order to ensure adequate volume, capacity and resources within each region, the





total number of FCA programme countries will be limited to 20 during the strategy period. This strategic geographical focus means that FCA will discontinue its work in Europe.

### **1.3 FCA's work has global impact**

FCA strives to impact global structures in its areas of specialisation. The goal is to make programme work as well as collaboration with local rights-holders and duty-bearers more effective. FCA's advocacy work is based on local programme work and aims to improve the position of the most vulnerable people in a sustainable manner. We want to strengthen the voices of local communities. Our headquarters in Helsinki is in charge of our global advocacy work and is preparing to support programme offices in a minimum of two major peace advocacy initiatives during the strategy period.

### **1.4 FCA exercises good leadership in ACT Alliance emergency responses**

FCA will develop the work of ACT forums in its programme countries and lead local emergency responses, when needed. This requires collaborative planning, capacity-building and preparedness in all programme countries.

### **1.5 FCA supports its partners in its areas of specialisation**

FCA aims to actively contribute to sustainable impact through supporting the local communities and the strengthening of civil society. This will take place through global ecumenical networks and collaboration with local, national and global partners. Local partners and communities are always the main actors in the work supported by FCA. FCA's local partners include



community-based organisations, non-governmental organisations, faith-based non-governmental organisations, religious groups (such as local churches, mosques and other faith communities), groups supporting interfaith cooperation and thematically specialised networks. FCA will develop its partnerships in a manner that ensures quality and continuity. For this reason, the number of new partnerships in a programme country must always be less than one-third of the total number of partnerships in that country.

### **1.6 Finland will remain strongly committed to global justice**

FCA wants to inspire people to take action for global justice. We will continue to invest in Women's Bank and Changemaker as well as other innovative tools for volunteer outreach in our areas of specialisation. We will be on the front line to work for global justice and compassion, showing in practice that determined and consistent action over the long term can make a difference.

We work with the Evangelical Lutheran Church of Finland and its parishes to encourage public debate about global justice. FCA will remain one of the key resources for the Evangelical Lutheran Church of Finland in its development cooperation, humanitarian and advocacy work. The church as a whole will support FCA's work.







## STRATEGIC OBJECTIVE 2: ONE FCA

### **2.1 FCA strengthens its presence in its programme countries**

To enhance its efficiency, FCA will increasingly direct resources to its programme countries. Headquarters will provide strategic leadership and increasingly support regional offices and programme countries. Based on careful preparation and analysis, the three areas of specialisation will be developed into a unified programme. Headquarters will be in charge of the strategic development of these thematic areas. The implementation of FCA's programme will be based on the idea of "one FCA", encouraging people to take responsibility and find joy in their work.

### **2.2 Sustainable growth and investments in areas of specialisation**

FCA will strive for sustainable financial growth during the strategy period, with a special emphasis on fundraising development in regional offices and country programmes. FCA facilitates new ideas, entrepreneurship, innovation and creativity. Moreover, FCA wants to be a committed and accountable partner for its donors and appreciates their valuable ethical, moral and financial support.

# WHERE

## **2.3 Better leadership, good governance and proactive risk management**

FCA aims to improve the quality, efficiency and impact of all of its work and requires the same of its partners. In practice, this means enhancing the efficiency of monitoring, evaluation, learning and resource use. Proactive risk management will be strengthened to create a learning organisation that is well equipped for innovation, change and qualitative impact.

## **2.4 Open and responsible resource use**

FCA is a responsible actor in programme operations, fundraising, communications and administration. In practice, this means responsible use of resources in accordance with the principles of good governance and sustainable development. FCA is a member of Humanitarian Accountability Partnership (HAP). FCA will openly communicate both its successes and failures and strive to ensure continuous and transparent planning, monitoring and evaluation.



# WE WORK





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