



FCA

Finn Church Aid

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# GLOBAL STRATEGY

2017 ONWARDS

Updated on May 2018



# 1. MISSION

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**ACTION** for human dignity.

# 2. VISION

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**FINN CHURCH AID'S (FCA)** vision is a world comprised of resilient and just societies where everyone's right to peace, quality education and sustainable livelihood has been fulfilled.

# 3. VALUES

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**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 with them. We embrace diversity and create connections between people with differing views.

**UNYIELDING HOPE:** We are committed to working collaboratively and consistently in order 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 the 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-effective and transparent manner. We strive for mutual learning with our partners.



# 4. IDENTITY

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**FCA IS A RIGHTS-BASED** actor, and our action is guided by international human rights standards and principles. FCA is a faith-based organisation founded by the Evangelical Lutheran Church of Finland as an instrument of its international diaconia.

We value the different backgrounds and beliefs of all people we work with and therefore promote interfaith collaboration. The Christian tradition of compassion and social justice guides us.

**FCA IS A MEMBER** of ACT Alliance and committed to working with its members. As a civil society actor, FCA realizes its mission and vision through development cooperation, humanitarian assistance, advocacy work and investments.





Nikisha Bhalandyu from Bhaktapur, Kathmandu Valley, lost her home in Nepal earthquake.

PHOTO: ANTTI HELIN

## 5. HOW WE SEE THE WORLD

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**DURING THE LAST** two decades, major progress has been made in human development: more children are going to school, the number of female representatives in parliaments has almost doubled, and average incomes have increased. This has led to the highest standards of living in human history.

But that is not the full picture: Inequality has also increased to unacceptable levels. The world's richest one per cent is wealthier than the rest of humanity combined. Simultaneously, the number of people suffering from the impacts of natural disasters and armed conflicts has reached an extremely high level. Gender disparities remain a global challenge in economy and politics, particularly in volatile environments, despite progress gained over the last decades.

**MAJOR CHANGES** are happening in the world: instability is spreading, suffering is growing and space for civil society is shrinking.

As a response, people are on the move on a global scale. The very building blocks of protecting people's rights and dignity – international human rights and humanitarian law – are under immense pressure.

As a universal agenda, Agenda 2030 is offering a way forward and is a well-suited platform to 'rethink' development. A global agenda is clearly needed, as many of today's and tomorrow's issues cannot be solved by any nation state alone. Yet fragile states face tremendous challenges in implementing the agenda and making progress towards the Sustainable Development Goals (SDG).





# Megatrends

## DEMOGRAPHIC CHANGES

Demographic changes include global population growth, aging populations in some regions, and youth bulge in others. In fragile contexts, youth constitute the majority of total population. Young people present a potential for

change and are known to adapt quickly to changing circumstances. Still, gender disparities exist among youth, too, in terms of inclusion, justice and security, and equality between young women and girls, boys and men as well as with the whole youth generation.



## WORLD TRADE AND GLOBAL POLITICS

Globalisation, world trade and global politics become even more intertwined. Global economic and political developments may lead to an emphasis of the local and global level as geo-politics will be extended with geo-economics; major changes in aid architecture, financing for

development and global political agendas are contributing to this trend. The changes in global economic and political activity are reducing the influence of 'traditional world powers', and a multipolar, diversified set of regional forces emerges. On the other



hand, nationalistic and populist movements and political decisions seem to be on the rise. These currents can significantly influence world politics, increase polarization and challenge the realization of the SDGs and development policies.



## MIGRATION AND URBANISATION

Diverse forms of migration will continue, yet urban areas in low-income countries will absorb most of the global population increase in the coming 30 years with 67% of people living in cities by 2050. Layers

of exclusion and inequality may be deepened in these megacities due to an increased level of competition for work and income. However, urbanisation may lead to an increase in educational level, and increasing

connections between those who are educated in the city context creates opportunities, entrepreneurship and services.



## CLIMATE CHANGE AND SCARCITY OF NATURAL RESOURCES

Climate change and scarcity of natural resources are expected to have dramatic negative consequences, and in many cases,

both in the south and the north, the effects will hit the poorest people the hardest.



## GOVERNANCE AND FRAGILITY

The governance of chronically fragile states, cities and hybrid *other than* state structures continues to be a major challenge in the context of massive man-made and natural disasters. Recently every year has seen more conflict, increasing risk

of violent extremism, and more victims, than the previous. The *securitization of development* has not brought stability. While war seems to be on the increase, developments in Myanmar and Somalia suggest that change is possible.

## INDIVIDUALISM AND COMMUNALITY

With urbanisation, diverse forms and shapes of *community* emerge that allow people to create a strong sense of identity and a shared purpose. Through fast growing Internet access, groups are not restricted to certain geographical locations. Religion will play an even greater role

in societies than today with 85 % of the world's population religiously affiliated by 2050. People need to find a sense of belonging, because – wherever people are coming from – the world around them is becoming increasingly chaotic and unstable.

THE WORLD'S  
RICHEST 1 PER CENT  
IS WEALTHIER  
THAN THE REST  
OF HUMANITY  
COMBINED.

ILLUSTRATION: JUKKA PIVÄS



## ENABLING TECHNOLOGY

While the so-called *digital divide* is getting smaller, digital dividends—the broader development benefits from using technologies—are still lagging behind expectations.

Digital technologies will continue to drastically expand opportunities, albeit with limited global impact on poverty thus far.



# 6. How we make a difference

**IN THE CONTEXT** of the challenges and opportunities of global megatrends, FCA strives to support people in making a positive, sustainable change that enables the creation of resilient and just societies where basic human rights are fulfilled. In this process, national and community ownership are essential.

**TO ACHIEVE** the change we want to see in the world, FCA builds partnerships with a variety of relevant stakeholders. Civil society has a tremendous role to play in the development of societies. Therefore, FCA actively defends the space that civil society actors need for their work, and supports actors in strengthening their capacities.

**FCA CONSIDERS** three thematic areas as central to sustainable change. These themes are associated with sets of rights: people have the right to live in peace and acquire quality education and sustainable livelihoods. The themes are interrelated and interdependent and form our holistic programmatic approach which also includes gender- and inclusion-specific concerns and dimensions.

The realisation of these rights is most challenging in fragile contexts; therefore working and being present in such contexts remains a priority for FCA.

**FCA PUTS PEOPLE'S RESILIENCE**, their wellbeing, and the fulfilment of their rights, at the centre of its work.

FCA's work increasingly relates to people on the move. The reasons for displacement vary from natural hazards and climate change to adverse living conditions and violent conflicts.

Our programmes extend from community-level projects, national dialogue and sector development to regional and global networks. Depending on the challenge and environment, we can provide humanitarian assistance, engage in development cooperation, advocacy and investments.

## FCA ACTIVELY DEFENDS THE SPACE THAT CIVIL SOCIETY ACTORS NEED FOR THEIR WORK.

**FCA CONSIDERS PEACE** as a prerequisite for any sustainable development and the realisation of human rights. We contribute to preventing and resolving conflicts on multiple levels and ensure that peace processes are inclusive.

In many conflict areas, traditional and faith-oriented, insider mediators and excluded groups – including, but not limited to, women and youth – are holding the keys to building sustainable peace. Consolidated peace also requires thematic and cross-thematic extension

in order to include, for example, local and national governance, social cohesion, livelihood, education and inclusive participation in political processes.

**QUALITY EDUCATION** from primary to tertiary level is becoming increasingly important for individual and national development as people move to urban settings or are migrating.

FCA addresses educational needs in humanitarian settings at both community and national levels and plays an active role at the international level contributing to the development of the education sector. In order to ensure that changes in the education sector are sustainable, we contribute to teacher training.





Sarah Llamah, 24,  
studies masonry at Liberian  
Opportunities Industrialization  
Centers in Gbarnga, Liberia.

PHOTO: VILLE PALONEN





## HOW WE MAKE A DIFFERENCE ►

**WE SEE THAT** the biggest development potential, and the biggest development challenge, lies in the growing number of young men and women in developing countries and fragile contexts. Therefore, focusing on youth and vocational education that leads to decent employment is a priority.

While urbanisation is a growing trend, it does not take place separately from rural development. Consequently, it is important to continue working with rural communities to develop and diversify income generating opportunities.

**WE BELIEVE THAT** the linkage between access to quality education, entrepreneurship opportunities and sustainable livelihoods will become stronger and more important in the future. To a great extent, job opportunities are found in new services, in unconventional sectors and through entrepreneurship.

FCA will continue to focus on women's entrepreneurship, and extend its work to also involve youth. The role of microenterprise continues to be important both in rural and urban settings as the public and service sectors, and large scale companies cannot provide work for all. With its partners, FCA will therefore develop ways of mentoring promising microenterprises and cooperatives so they can become suitable for larger

investments and grow into mid-size enterprises that have the potential to create jobs. To this end, FCA will strengthen its capacity to work with the private sector.

**FCA SUPPORTS** the rights-holders to claim their rights. At the same time, FCA seeks to strengthen the ability and resolve of state, regional and local administrations and other duty-bearers to act for the realisation of human rights.

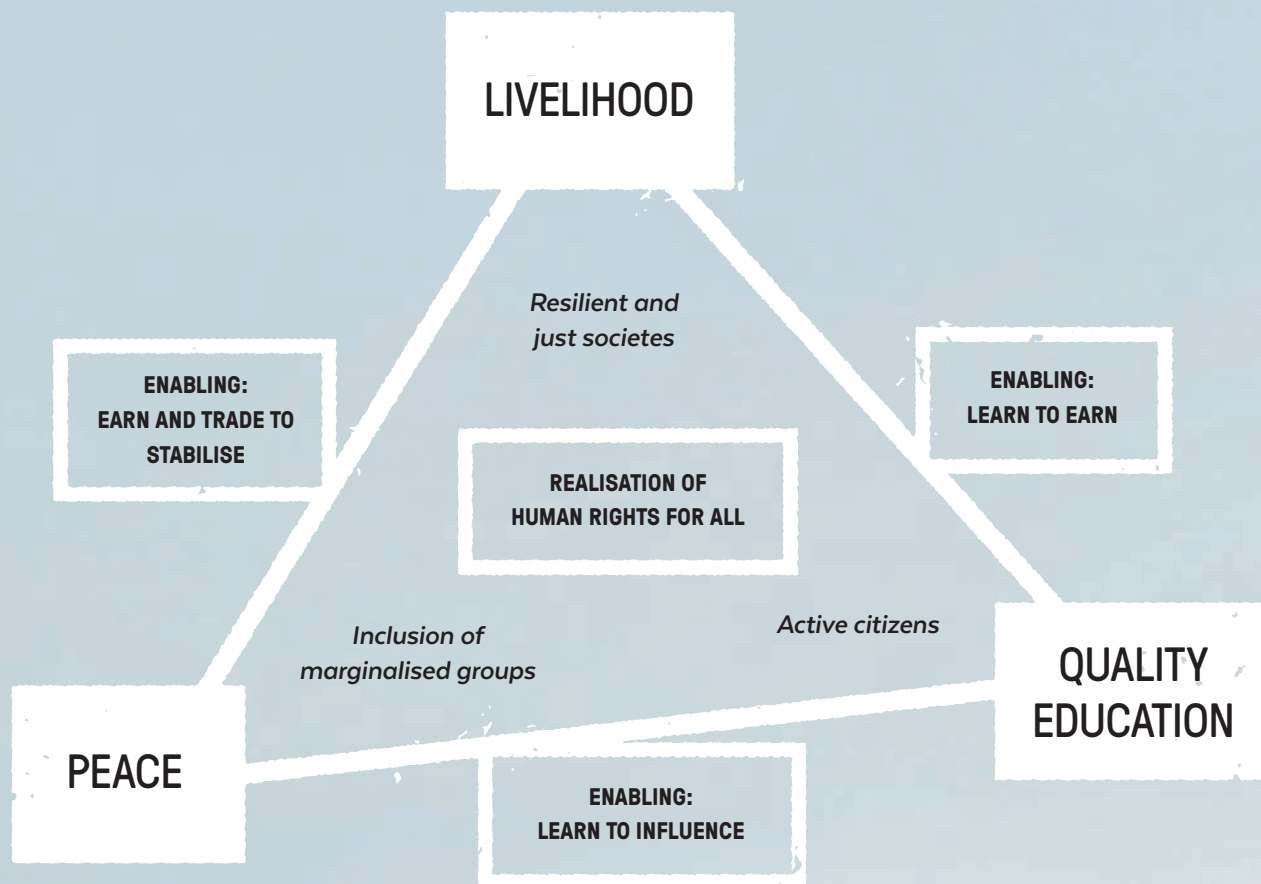
In fragile contexts and during humanitarian crises, the role of an NGO may be quite prominent; however, FCA's catalytic contribution to change is paving the way for primary duty-bearers to fulfil their obligations.

**BASED ON OUR RIGHTS-BASED** approach, tackling the root causes of poverty and injustice is the basis of our work. FCA's experience has proven that equal access to information, participation and dialogue for the rights-holders and the duty-bearers at different levels of governance, is the best way to build more just societies and increase accountability mechanisms. Therefore, FCA sees structural transformation as a prerequisite for sustainable change and works actively toward it.

The objective of FCA's work is to create opportunities for people and build their capacities to better respond to the changing needs and situations in society.

### FCA WILL STRENGTHEN ITS CAPACITY TO WORK WITH THE PRIVATE SECTOR.



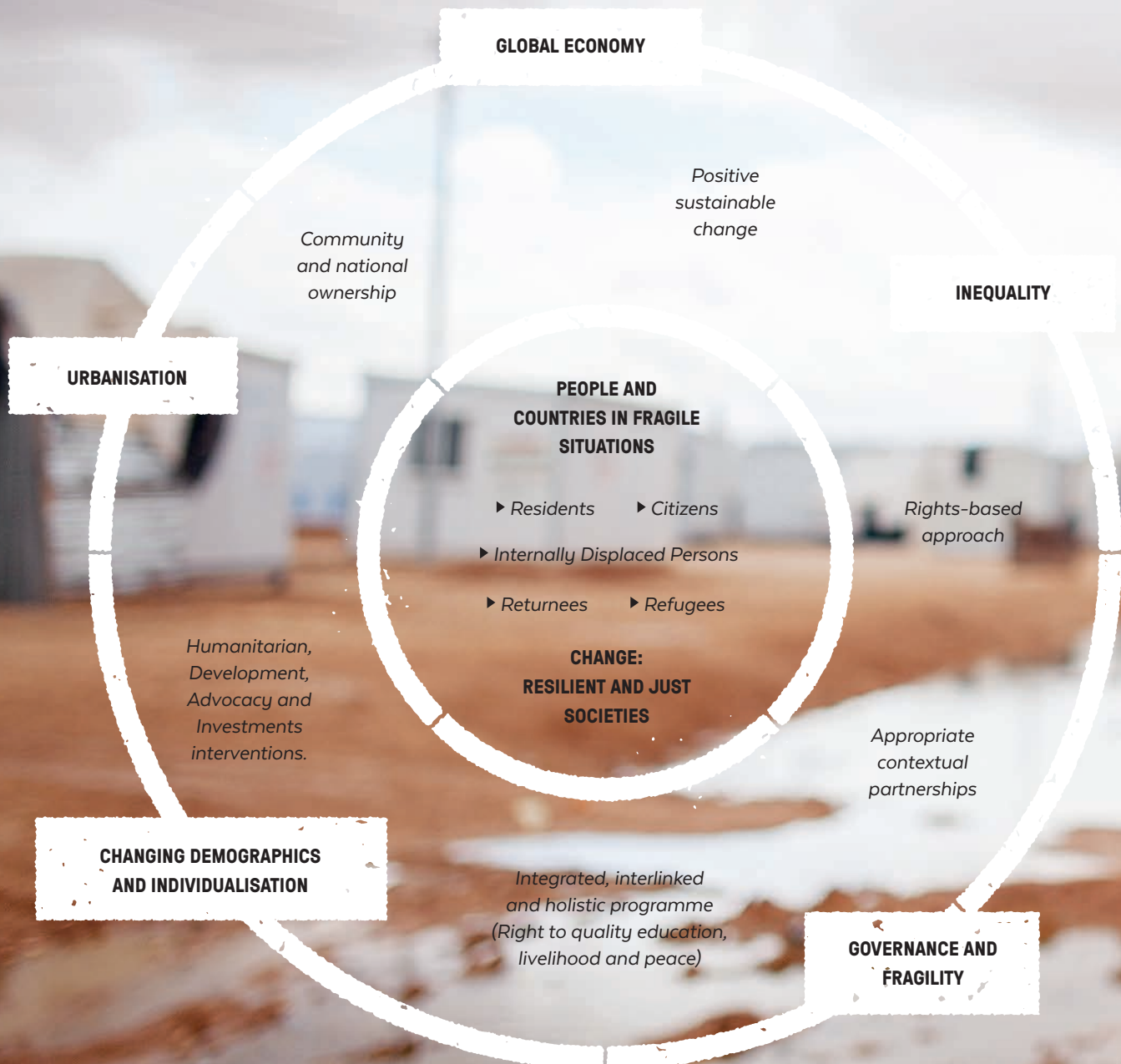


For example in South Sudan,  
FCA operates in the fields of  
peace, livelihood and education.



# People in fragile situations

## SELECTED MEGATRENDS AND RESPONSE





are on the move



Hanan, 17, goes to school at Za'atari refugee camp. In Jordan, FCA works with Syrian refugees offering formal and informal education with psychosocial support.



# Programmatic Goals (PG)

## PG1 **RIGHT TO PEACE:** FCA advances consolidated peace by linking conflict transformation and peace-building.

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**WE CONTRIBUTE** to inclusive political processes, peace support processes and dialogues on many levels. In political and economic inclusion, attention needs to be paid especially to often excluded yet relevant groups including traditional and faith-oriented actors, women and youth. Prevention of violent extremism deserves

increased attention. Our added value comes from our ability to work through all conflict phases, and in urban and rural conflict settings. This way our peacebuilding and peacemaking work contributes to sustainable development outcomes and peace dividends.

**FCA IS A KEY ACTOR** in the development and success of the Network for Religious and Traditional Peacemakers. The Network aspires to ensure that religious and traditional actors are included in cross-track and high-level peacemaking efforts in order to make peace outcomes more sustainable.





## FOCUS ON FRAGILE CONTEXTS

- ▶ Rural and urban peace-building
- ▶ Inclusive peace processes and mediation
- ▶ Support to infrastructures of peace

### STRENGTHENING CONSOLIDATED PEACE

#### LEADING TO

- ▶ Basis for peace dividends and development outcomes
- ▶ Resilience and right to live in peace
- ▶ Contributions to SDG, especially goal 16

#### AGENTS FOR CHANGE

▶ Religious and Traditional Actors

▶ Women UNSCR 1325

▶ Youth UNSCR 2250



*In various countries, FCA works in livelihoods and education, providing education also on human rights and conflict resolution.*



## PROGRAMMATIC GOALS (PG) ▶

### **PG2** **RIGHT TO QUALITY EDUCATION:** FCA improves quality learning in Education in Emergencies, vocational education and Education sector development.

**WE CREATE INNOVATIVE** solutions for quality education and contribute to teacher education as teachers are the most important resource for improving learning. Through

Education in Emergencies, we provide access to learner-friendly and safe learning environments, and to quality learning opportunities for school-going and out-of-school children, adolescent and youth.

**WE AIM TO FIND PRACTICAL WAYS** of ensuring the accessibility and quality of vocational education. We link vocational education to the job market to facilitate employment. We support education sector development, especially in fragile situations.

## FOCUS ON FRAGILE CONTEXTS



### ENABLED WITH

▶ Strategic Partnerships

▶ Teachers without Borders Finland

▶ ICT4DE Contributions to SDG, especially goal 4



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FCA's global work focuses on three thematic areas: Right to Peace, Right to Quality Education and Right to Livelihood. These Programmatic Goals contribute to a number of UN Sustainable Development Goals and especially goals 4 (Quality Education), 8 (Decent work and Economic Growth) and 16 (Peace, Justice and Strong Institutions).

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## PG3 **RIGHT TO LIVELIHOOD: FCA promotes the right to develop, secure and sustain livelihoods through employment, entrepreneurship and strengthened resilience.**

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**WE REINFORCE** the resilience of rural and urban communities where livelihoods are challenged by poverty, crises and migration. We focus on creating job opportunities for vulnerable youth. Furthermore, we promote the use of business incubation, business start-

ups, and advisory and financial services that facilitate employment. We foster economic empowerment and enterprise. We assist women and youth in expanding small-scale, income generating activities into businesses that have growth and employment potential, and securing equitable access to finance and other resources.

**WE ALSO SUPPORT** cooperatives as they have proven an effective means for the poor to pool their resources and access markets. Special attention will be given to the global refugee crisis, the drivers of migration, and livelihood development in affected communities.

## FOCUS ON FRAGILE CONTEXTS



### AGENTS FOR CHANGE

▶ *Youth*    ▶ *Women*    ▶ *Private sector*

### ENABLED WITH

▶ *Technology*    ▶ *Private-public-people partnerships*



# 7. How we operate

**In order to make a difference in the world, FCA's operations need to reflect how we add value and demonstrate our ability to rise to the challenge in a variety of complex environments.**

**FCA'S COUNTRY PROGRAMMES HAVE A SUSTAINABLE IMPACT ON THE LIVES OF PEOPLE WE WORK WITH**

We aim to have effective country programmes that use our expertise, skills and added value. We focus on consolidating operations and ensuring high-quality implementation of our programmes.

FCA is operating through its Head Office (HO) and Programme Offices (PO). In order to respond to changing operating environments, and to sustain operational agility and effectiveness, FCA may also establish additional presence and specialised offices in other countries and regions. FCA Americas and FCA representation in Brussels are examples of such a strategy.

The programme offices are the main channel for the

implementation of country programmes, and when appropriate and relevant, FCA will also work through regional programmes. The structure and composition of the programme offices vary depending on the strategy of the particular country programme. Internally and with all like-minded actors, FCA actively seeks both programmatic and administrative synergy. FCA is prepared to expand its operating area if necessary and relevant, but our main focus will remain on countries in fragile situations.







## **PARTNERSHIPS FOR CHANGE**

FCA emphasises the role of national and local actors who legitimately represent rights-holders, facilitate their ownership and enable the use of local capacities. FCA recognises government offices and institutions as primary duty-bearers, as well as the importance of the private sector in development, and facilitates multi-stakeholder cooperation and public-private partnerships.

Global changes and complex conflicts require openness to innovative partnerships. This also means that FCA's role in a specific context may vary with the aim of maximising local ownership as early as possible.

FCA collaborates with ACT Alliance on both local and global level. We support and develop the work of ACT forums in place in FCA's programme countries and lead local emergency responses when needed.

## **ECUMENICAL AND INTERFAITH PARTNERSHIP IN FCA'S WORK**

Non-discrimination, peaceful coexistence and respect for humanity are values which are shared by many faith traditions. This leads FCA to work with faith-based actors and religious communities. We work together with global ecumenical networks, and collaborate with local faith-based actors and religious communities, such as local churches, mosques or other faith communities. We work through global interfaith collaboration when it is strategically and practically relevant. FCA is one of the key resources of the Evangelical Lutheran Church of Finland in its development cooperation, humanitarian assistance and advocacy, and works with parishes to encourage action for global justice.



# Organisational Goals (OG)

**OG1** **FCA MAKES** a difference through rights-based interventions based on the Sustainable Development Goals, using a combination of development cooperation, humanitarian assistance, advocacy and investments.

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**WE SEE THE WORLD** facing many fast-paced, global changes. In response we continue to specialise in our thematic areas, and facilitate the emergence of new ideas, entrepreneurship, and innovation. Amidst such changes, professional, evidence-based, comprehensive and flexible advocacy is needed globally, as well as in the countries where we work and in Finland where we are based.

**FCA WANTS TO AMPLIFY** local voices and inspire people to take action for global justice. We will continue to invest in and expand skill-donation initiatives including the Women's Bank and Teachers without Borders, and invest in volunteers and volunteer initiatives such as human rights observers and the Changemaker Finland Network. We are committed to strengthening the Network for Religious and Traditional Peacemakers by acting as its secretariat.

**WE ALSO STRIVE** to develop our capacity and working methods to respond transparently, effectively and with agility in situations of humanitarian crisis, with our main focus on L3 emergencies. A meaningful and sustainable impact requires also nexus and complementary action in humanitarian aid and development cooperation. We work through scalable, sustainable and contextually-appropriate development solutions based on our long-standing experience. We aim at thematic synergy as well as a context-specific and systematic combination of development cooperation, humanitarian assistance, advocacy and investments. We will engage with our partners to boost inclusive and sustainable development of SMEs and create opportunities for decent jobs, with a focus on young people and women.

**OG2** **FCA COMMITS** itself to quality, accountability, sustainability and effectiveness in all areas of its operation.

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**WE ARE ACCOUNTABLE** to all our stakeholders including the people we work with, our host communities, donors, partners and the general public. We strive to operate a high-quality and effective organisation through continuous learning and improvement. FCA complies with the Core Humanitarian Standard (CHS) that provides us with a transparent, verifiable and internationally approved quality framework.

**WE WILL STRENGTHEN** proactive risk management to address risks present in the contexts and environments where we work. This is paramount in fragile contexts to ensure the safety and well-being of our staff members and partners. We welcome feedback and complaints in order to learn from both our successes and mistakes.

**FCA IS AWARE** of the many risks involved in working in fragile and conflict states and manages those risks together with the people it works with on a long-term basis.

**IN ADDITION,** FCA is committed to reducing its ecological footprint. The effects of climate change will be taken into account in all our activities.



**OG3** **FCA PUTS EMPHASIS** on leadership, professional management of people and long-term planning of all human resources.

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**FCA OFFERS INSPIRING JOBS** to professionals from a variety of fields, and will attract and retain the most talented individuals. FCA provides policies for accountable and sustainable people management.

**AN INCLUSIVE** organisational culture enables quality leadership of staff with diverse backgrounds. FCA offers career development opportunities and promotes the competence, motivation and the wellbeing of its staff members who are central to its work.

**GLOBAL CHANGES  
AND COMPLEX  
CONFLICTS  
REQUIRE OPENNESS  
TO INNOVATIVE  
PARTNERSHIPS.**

**OG4** **FCA ACTIVELY** seeks collaboration with donors and uses financial resources in an ethical and effective way.

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**FCA CONTINUES TO BUILD** close relationships with the UN and UN agencies. Similarly we will interact with other international agencies, donor agencies, institutions and donor governments. We seek collaboration with multilateral development institutions, including development banks.

**SUSTAINABLE FINANCIAL GROWTH** is based on the strategic choice of using various funding sources. FCA recognises changes in the global aid architecture and will respond with new initiatives. For example, FCA will develop new instruments for improving loan and investment mechanisms for actors in high-risk and otherwise challenging business environments. We continue to be a committed and accountable partner.

**FCA IS A RELIABLE ACTOR** in programme operations, fundraising, communications, finance and administration. In practice this means the responsible and effective use of all our resources, in accordance with the principles of good governance and sustainable development, is central to how we operate.



# Impact Goals

## PROGRAMME AND ORGANIZATIONAL



### VISION

Finn Church Aid's (FCA) vision is a world comprised of resilient and just societies where everyone's right to peace, quality education and sustainable livelihood has been fulfilled.

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### WHAT WE DO

#### **PG1** RIGHT TO PEACE

FCA advances consolidated peace by linking conflict transformation and peacebuilding.

#### **PG2** RIGHT TO QUALITY EDUCATION

FCA improves quality learning in Education in Emergencies, vocational education and education sector development.

#### **PG3** RIGHT TO LIVELIHOOD

FCA promotes the right to develop, secure and sustain livelihoods by employment, entrepreneurship and strengthened resilience.

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### HOW WE DO IT

#### **OG1**

FCA makes a difference through rights-based interventions based on the Sustainable Development Goals, using a combination of development cooperation, humanitarian assistance, advocacy and investments.

#### **OG2**

FCA commits itself to quality, accountability, sustainability and effectiveness in all areas of its operation.

#### **OG3**

FCA puts emphasis on leadership, professional management of people and a long term planning of all human resources.

#### **OG4**

FCA actively seeks new financial resources for its work and uses those resources in an ethical and effective way.





9-year-old South Sudanese  
Abir Amor's daily diet was  
diversified as his father at-  
tended farmer training by FCA.





A project to protect cultivated land against heavy rains and floods – Women's Bank in Liberia.

**COVER:** Education in emergencies. South Sudanese Nyangdeng Deng, 7, is a first grade student at FCA's school in Mingkaman. "I like the teaching, the teachers, everything. Now I would like to learn to write".

**BACK COVER:** After the Ebola epidemic in 2014–2015, FCA supported farmer field schools to improve food security both in Liberia and Sierra Leone. The woman in the picture is one of the beneficiaries of the project.





**FCA Strategy is an open ended strategy.  
Please note that key elements of this strategy  
are further elaborated on in the Supporting  
document for FCA's Global Strategy.**

FINN CHURCH AID  
Eteläranta 8  
FI-00130 Helsinki, Finland  
Tel. +358 20 787 1200  
fca@kua.fi  
finnchurchaid.fi

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