

# FINN CHURCH AID GLOBAL PROGRAMME

ANNUAL REPORT 2018

# TABLE OF CONTENTS

Foreword.....5

## PART 1

FCA programme overview.....6

Finn Church Aid’s strategy and priorities.....7

FCA’s working context and holistic programme.....8

FCA’s programme overview and progress made.....9

in 2018

    Right to Livelihood (R2L).....9

    Right to Quality Education (R2QE).....11

    Right to Peace (R2P).....12

Guiding Principles and approaches.....13

    Rights based approach (RBA).....13

    Gender.....15

    Conflict sensitivity.....16

    Climate change.....17

    Innovations.....18

FCA’s working modalities.....19

    Development Cooperation.....17

    Humanitarian Assistance.....20

    Advocacy.....21

    Investment – Capital for development.....22

Global programme’s main objectives.....23

and analysis of results in 2018

    Impact Goal and the Main Objectives.....24

Partnerships and international collaboration.....31

    Finn Church Aid cooperation partners.....32

## PART 2

Annual programme reports.....34

Organisation.....35

Country programme annual reports by region.....36

    Europe.....37

    Asia.....39

    Africa.....52

    Middle East.....76

Programme in Finland.....84

Networks and volunteering.....85

    Network for Religious and Traditional Peacemakers.....85

    Teachers without Borders (TwB).....87

    Women’s Bank.....88

    Changemaker.....89

    EAPPI.....89

## PART 3

Programme management.....90

and support

FCA’s quality assurance and accountability.....91

Administration.....93

    Finance and Administration.....93

    Human Resources.....94

Financing of the Global Programme in 2018.....95

Fundraising.....96

    Domestic fundraising.....96

    WeFood Finland.....96

    Parishes and dioceses.....96

    Global grants.....97

Communications.....98

Risk management, internal audit and security.....100

    Risk management.....100

    Internal Audit.....100

    Security.....101

List of acronyms.....102

## PHOTO CREDITS

Cover photo Patrick Meinhardt

p. 88, 89 Mirna Aho

p. 37 Socrates Baltagiannis

p. 100 Mohammed Barhoum

p. 4, 13, 15, 44, 54, 55, 76, 79, 81, 92 Tatu Blomqvist

p. 5 Jouni Hemberg

p. 28, 87, 94 Thomas Hommeyer

p. 86 Lilia Jiménez-Ertl

p. 12, 21, 30, 31, 62, 63, 65, 97 Jari Kivelä

p. 42, 43 Päivi Korpela

p. 34, 52, 90 Fredrik Lerneryd

p. 36, 56, 59 Saara Mansikkamäki

p. 10, 11, 17, 67, 71 Patrick Meinhardt

p. 93 Maria Miklas

p. 38 Ville Nykänen

p. 83 Olli Pitkänen

p. 9, 48, 50 Veera Pitkänen

p. 29, 69 Hugh Rutherford

p. 25, 73, 74 Sumy Sadurni

p. 6, 20, 27, 39, 40 Tine Sletting





## Foreword

# EDUCATION, TRAINING AND INCREASED OPPORTUNITIES FOR YOUNG PEOPLE, REFUGEES AND WOMEN

**F**or Finn Church Aid (FCA), 2018 was a year of action and new innovations. We continued our work as the largest Finnish development cooperation organisation and provider of humanitarian aid, empowering people and local communities in fragile situations in their efforts to create just and resilient societies.

The principles of Agenda 2030 guide our work and the results of our work support the achievement of Sustainable Development Goals (SDGs). In 2018, FCA continued to promote inclusive and sustainable economic development that provides vulnerable people with increased opportunities for a decent living. Examples of this include strengthening the entrepreneurship of young people and refugees and Women's Bank's work with women's micro-entrepreneurship. This work has now been expanded and includes small and medium sized enterprise (SME) loans and technical support.

FCA continued to successfully promote Linking Learning to Earning (LL2E) approach in several countries, effectively improving the interplay between skills, vocational training and employment, most often used in our work with youth and women in post-conflict and refugee contexts.

Negotiations between FCA Investments Oy (FCAI), established by FCA in 2017, and the Ministry for Foreign Affairs (MFA) of Finland reached a conclusion and the parties signed the first FCAI agreement with the State Treasury for a loan of EUR 16 million.

At the same time, FCA and Women's Bank prepared for new activities in Uganda, namely the establishment of a social enterprise. The registration of the enterprise was finalised and a laying house of 15,000 chicken will rise near the capital city of Kampala during 2019, employing 30 people. Indirectly, the laying house will increase the earnings of several hundred people.

FCA also began exporting Finnish entrepreneurship qualifications. We invested efforts in the education and training of refugees and youth exposed to the risk of social exclusion and exported the first Finnish vocational qualifications

in business management, placing them within the reach of refugee youth in Uganda.

Globally and locally, we entered into new partnerships with UN organisations, development banks, civil society organisations (CSO) and governments. We continued our co-operation with the United Nations Children's Fund (UNICEF) and the UN Refugee Agency (UNHCR), and started a partnership with UN Women. In addition to the continued support by the Ministry for Foreign Affairs of Finland, FCA's new donors included the States of Belgium, the Netherlands, and Switzerland.

Our operations also continued to grow. At the end of 2018, FCA employed about 450 people. In addition, 467 local teachers were hired in cooperation with UNHCR to work in FCA Uganda country programme.

In line with our strategy, we continued to work in fragile and volatile operating environments. From time to time, insecurity and unexpected events slowed down programme implementation in the Central African Republic, South Sudan or Syria. However, despite the challenges, we reached our objectives and supported hundreds of thousands of people in Africa, Asia and the Middle East.

Once again, we are grateful for the trust placed in our work by the general public and our donors, enabling effective, appropriate and timely operations with the related good results.



**Jouni Hemberg**  
Executive Director  
Finn Church Aid





## **PART 1** FCA PROGRAMME OVERVIEW

# **FINN CHURCH AID'S STRATEGY AND PRIORITIES**

FCA's vision of a world comprised of resilient and just societies is the foundation of our work. Together with our partners, we aim to empower people in fragile contexts to act for a positive and sustainable change.

Finn Church Aid (FCA) is the largest Finnish development cooperation and provider of humanitarian assistance. FCA is a civil society actor founded by the Evangelical Lutheran Church of Finland as an instrument of its international diaconia.

FCA contributes to positive change by supporting people in the most vulnerable situations in fragile and disaster-affected areas. We believe that the reduction of poverty requires achieving peace and the realisation of human rights, and that the local communities have the most sustainable solutions to the challenges in their own contexts. We specialise in three thematic priority areas: Right to Peace (R2P), Right to Livelihood (R2L) and Right to Quality Education (R2QE).

FCA programme's main objectives are in line with the Finnish development policy guidelines and are closely connected to the Agenda 2030 and the Sustainable Development Goals (SDGs). National poverty reduction strategies and other relevant context related frameworks, policies and standards also guide our work.

### **Identity**

FCA is a faith-based organisation. The Christian tradition of compassion and social justice guides us to reach out to the poorest, promote peace and ignite civil society advocacy. We treasure the different backgrounds and beliefs of our staff and partners. FCA is a member of ACT Alliance and is committed to working with its ecumenical and faith-based partners.

### **FCA is a rights-based actor**

FCA's action is guided by international human rights standards and principles. The PANEL principles of rights-based approach (RBA), namely participation, accountability, non-discrimination and equality and empowerment form the basis of our work. We believe that sustainable change requires tackling the root causes of inequality and non-realisation of human rights. As a rights-based actor, FCA's role is to facilitate dialogue and accountability between the rights holders and the duty bearers.

FCA's commitment to support the resilience of people and the empowerment of communities and people in fragile contexts has a solid backing in the United Nations Human Rights instruments. Our humanitarian work is based on the humanitarian principles of humanity, humanitarian imperative, impartiality, independence and neutrality. These principles outline people's rights to protection and assistance. FCA continuously assesses its performance using the Core Humanitarian Standards - CHS.

---

**WE BELIEVE THAT  
SUSTAINABLE CHANGE  
REQUIRES TACKLING THE  
ROOT CAUSES OF INEQUALITY  
AND NON-REALIZATION  
OF HUMAN RIGHTS.**



# FCA'S WORKING CONTEXT AND HOLISTIC PROGRAMME

FCA is committed to tackling poverty in fragile countries. The principles of sustainable development guide FCA's operations and support the achievement of the Agenda 2030 goals in our programme countries.

## Strategic themes

FCA strives to support people in making a positive, sustainable change that enables resilient and just societies where basic human rights are fulfilled. FCA's three thematic focus areas 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.

Our programme also includes gender- and inclusion-specific dimensions as well as conflict sensitivity, climate change and disaster risk reduction (DRR) as cross cutting elements.

## Modalities of work

FCA promotes positive and sustainable change through four modalities of work; development cooperation, humanitarian assistance, advocacy and investment. All the modalities contribute to FCA's long-term impact and often more than one modality is integrated into a specific intervention.

## Fragile contexts

The realisation of the above-mentioned rights is most challenging in fragile and disaster affected contexts. In these contexts the obstacles to rights-holders' ability to successfully claim their rights are the greatest and the duty-bearers are most likely to fail in providing protection and due accountability towards the local communities. The majority of FCA programme countries are conceptualised by the OECD as "chronically fragile states"<sup>1</sup> and often experience alternating periods of relative stability and emergency caused by conflict or natural calamities or both, with considerable consequences for the local populations.

<sup>1</sup>See for example OECD: States of Fragility 2015. Meeting Post-2015 Ambitions. Here the following countries are labeled as chronically fragile: CAR, DRC, Eritrea, Haiti, Liberia, Myanmar, Sierra Leone and Somalia.

FCA's long-term experience and knowledge of challenging contexts allows us to adjust the thematic focus and operating modalities to changing circumstances. Our response aims to increase the resilience of people in fragile contexts, while also working with the rights holders and duty bearers to progressively support structural transformation as a prerequisite for sustainable change.

## International Policy Context

FCA's programme has a strong correlation with major donor policy priorities. This is due to a shared commitment to international frameworks, such as the Agenda 2030 and the commitments of the World Humanitarian Summit 2016 (WHS).

FCA's work is fully in support of the 2030 agenda's universality, applied to all countries, to all people, with an implicit recognition of international collective action. Our programme specifically promotes the interconnectedness of the SDGs. It effectively tackles poverty in fragile countries, namely through enhanced access to quality education, life-long learning and promotion of peaceful and accountable societies. Our work also promotes inclusive and sustained growth and decent employment, and we continue to establish and develop partnerships that promote and add value to our work. Our work with the marginalized, vulnerable or excluded groups, and their inclusion in the development and peace building processes, is central to our thinking. This will directly contribute to reducing inequalities. At the same time, we advocate for a power shift and a more just global system.

During 2018, FCA invested in an internal reflection on Sustainable Development Goals (SDGs) and on how to improve our communication about FCA's contribution to the achievement of SDG's. Together with external partners, FCA explored the links between FCA's themes, sub-themes and SDG targets and indicators, and ways to improve reporting on SDGs in the future.

# FCA'S PROGRAMME OVERVIEW AND PROGRESS MADE IN 2018

Local communities in fragile contexts are faced with multiple challenges caused by chronic poverty, conflict, climate change and general lack of opportunities. In 2018, FCA continued to support the empowerment and resilience of communities in three thematic areas – Right to Livelihood, Quality Education and Peace.

## Right to Livelihood (R2L)

In Right to Livelihood (R2L), FCA continued to consolidate its work as a promoter of inclusive and sustainable economic development that provides people in vulnerable situations, particularly women, youth and populations on the move with increased opportunities for a decent living. Creation of enterprises, jobs and instruments for sustained business growth remained the main vehicles in this work. Humanitarian livelihoods experienced a shift towards market and cash-based programming from the more traditional material aid.

In 2018, FCA progressed its livelihoods programming in various fronts, exploring thematic synergies and implementing pilots to test new approaches in different contexts. Livelihoods related work is being both systematized and contextualized, recognizing that one model seldom fits the different contexts we work in or serves the varying needs and interests of the people we work with. The various pilots undertaken in 2018 will bear fruit in the coming years, the results being rolled out across the global FCA in locally adaptable forms.

Linking Learning to Earning (LL2E) approach has proved to be an effective framework for ensuring employment and livelihood outcomes after vocational education. In 2018, the model was developed further, in line with the recommendations of an impact analysis made in 2017 and supported by FCA-produced materials for e.g. on-the-job instruction, business coaching and entrepreneurship training for trainers. More attention was paid to engaging private sector in all aspects of the LL2E cycle from curriculum development to offering job opportunities. These provide a direct link to both the requirements of the world of work and eventually to employment.

In 2018, LL2E saw significant progress in e.g. Uganda and Jordan, both hosting sizeable refugee populations. When implemented in areas with a high refugee concentration, LL2E can help relieve the economic and social pressures on the



**LINKING LEARNING TO EARNING (LL2E) APPROACH HAS PROVED TO BE AN EFFECTIVE FRAMEWORK FOR ENSURING EMPLOYMENT AND LIVELIHOOD OUTCOMES AFTER VOCATIONAL EDUCATION.**

host community and between population groups. As LL2E opportunities benefit and bring together refugees and members of host community, it contributes to enhanced social cohesion and decreases potential inter-communal tensions.

International donors show increasing interest in LL2E, thus offering further opportunities for scaling up as well as for involving a wider range of education and industry sector actors and relevant government departments in the work.





Entrepreneurship continued to gain importance in FCA's work. While rural on-farm income diversification and farming as a business remained the mainstay, notable steps were taken in non-farm business creation, which can partly be contributed to the successes in LL2E. Countries like Jordan, Nepal, Cambodia and Uganda undertook to upgrade their entrepreneurship-focused programming by strengthening local R2L teams and private sector partnerships, at the same time developing tools to boost the growth of existing enterprises, both cooperatives and individual small businesses. Cambodia was FCA's forerunner in developing conceptual understanding and practical applications to address livelihoods resilience and climate change adaptation. In R2L programming from small-scale income generation to enterprises and cooperatives, access to affordable finance continued to be one of the cornerstones.

FCA's intensified engagement with and in the private sector is exemplified by FCA Board's approval of establishing a social enterprise, Egg Production Uganda Limited (EPL) with Women's Bank financing. The company's registration will take place in early 2019, and by 2020 EPL will start egg production with 15,000 layers and 30 staff, providing income opportunities to hundreds in the value chain. The pro bono support of Women's Bank business and poultry specialists has been instrumental in the planning stage of EPL and will continue during the first years of operation; the presence of

FCA Investments Ltd in Uganda will bring synergy benefits in e.g. setting up the systems of the company.

FCA has also promoted business-to-business collaboration, gradually opening avenues for Finnish companies to source goods from our operating areas at the same time creating income opportunities for the people we work with. The first such case in the crafts sector was launched in Kenya in 2018. The B2B element is also present in Women's Bank initiated fundraising cooperation with FWEAN, the umbrella organization of women entrepreneurs in Nepal, which entered planning stage in 2018.

FCA's work in humanitarian livelihoods work is informed by macro-level trends such as urbanization – already around 60% of the refugees reside in urban settings – and the ever-growing importance of scalable new technologies in humanitarian aid. While in many cases FCA's approach to humanitarian livelihoods remained traditional, R2L work after immediate emergency will increasingly apply high-tech and innovative solutions. An example of this is the FCASH initiative launched by FCA with the support of a Finnish company, investigating the use of block chain technology in direct cash distribution in emergencies and humanitarian contexts. The technology can remove several safety-critical steps from cash transfers with a full protection of personal data. Cash is increasingly at the centre of FCA's humanitarian interventions; most of the cash-based support in 2018 was delivered in the form of cash for work.

## Right to Quality Education (R2QE)

In 2018, FCA continued to invest in the development of the Right to Quality Education -theme (R2QE). The preparation of the new Education Strategy started through a participative process and included Head Office, country and regionally based education specialists who also attended FCA's first Global Education Workshop.

Education in Emergencies (EiE) remained FCA's biggest focus area in R2QE, measured by the number of beneficiaries and by total budget volume. Most of the education supported was formally recognized, which is a priority for FCA. However, in very challenging environments, such as the Rohingya refugee crises, children and youth only have access to non-formal education.

FCA also adopted new integrated ways of working. For example, the holistic support to Rohingya refugee adolescent girls and young women in Bangladesh combined education, psycho-social support, life-skills development, support to victims of sexual and gender-based violence, and increased protection. Integrated approaches are particularly important in extremely vulnerable situations, and FCA is increasingly integrating psychosocial support and child protection in its education responses.

The total number of TVET students supported by FCA has grown. The drop-out rates were very low due to intensified support to bridge the gap between vocational education and employment. The main linking to learning (LL2E) mechanisms used were Career Guidance and Counselling (CGC), entrepreneurship training, start-up grants and kits, on the job –placements and internships. FCA's investment to CGC has reduced drop-out rates also in general secondary education.

FCA has significantly increased its support to and collaboration with Ministries of Education in various forms and at different levels from local to national level often linked to teacher education or TVET. In addition, advocacy efforts have focused on improving the image and attractiveness of TVET.

FCA collaborated with Ministries of Education in Eritrea and Cambodia to improve pre- service teacher education. The total number of teachers educated has increased from previous years. FCA supported in particular in-service teacher education and teachers' continuous professional development.

The number of female teachers in FCA's operational contexts is alarmingly low; this is a concern in particular as the number of female learners also continued to be lower than that of male learners. In some contexts, the lack of women teachers may hinder girls' opportunities to access education. According to UNESCO, female teachers are particularly under-represented in displacement settings, largely due to safety considerations and cultural practices biased against women.

FCA continued to promote parents and other community members' active participation in the provision of education services. This included support to school committees and PTAs that play a key role in creating a safe and supportive social environment for crisis-affected students. In many targeted areas, 100% of schools now have active committees or associations.

At the global level, FCA was engaged in the development of guidance documents for psycho-social support and contextualizing and piloting INEE teacher education materials in East Africa. Furthermore, the career guidance and



**EDUCATION IN EMERGENCIES (EiE) REMAINED FCA'S KEY FOCUS AREA IN QUALITY EDUCATION, MEASURED BY THE NUMBER OF BENEFICIARIES AND BY TOTAL BUDGET VOLUME.**

counselling manual developed in FCA, was updated and up scaled for secondary schools, including TVET and is now contextualized in four countries and available in English, Arabic, Khmer, Myanmar and Nepalese. FCA's own guidance "Improving Wellbeing through Education; Integrating Community Based Psychosocial Support into Education in Emergencies" was also published in 2018. In addition, FCA joined IAEVG (International Association for educational and vocational guidance). The membership connects FCA with a global network of career counselling professionals and promotes the quality and professionalism of our career counselling activities.



## Right to Peace (R2P)

In 2018, FCA continued to support inclusive peacebuilding with a focus on women, youth, people on the move as well as religious and traditional actors. All these actors and groups have a role in conflicts, are affected by them, and have a role to play in solving them but are often excluded from peacebuilding efforts. FCA supports their active role at local, national and international levels and supports community and grassroots actors to influence and participate in policy and decision-making processes. In 2018, FCA continued to serve as the Secretariat for the Network for Religious and Traditional Peacemakers, which FCA co-founded on the request of the UN.

In 2018, FCA focused on further development of its R2P theme. FCA set up a thematic R2P portal on FCA's intranet where staff and management involved in programme development and fundraising can easily access key guidance and concepts as a basis for programming. A regional peer-learning workshop on conflict sensitivity was organised for FCA staff in Asia. Building on these processes, FCA's Right to Peace strategy will be revised in 2019.

FCA's peace work focused on the Central African Republic, South Sudan, Kenya, Uganda, Somalia, Myanmar, Nepal as well as Cambodia. The work is in line with the UN's goals for sustainable development and the UN Security Council's resolutions 1325 (women, peace and security) and 2250 (youth, peace and security). Promoting youth leadership and empowerment is a growing theme in many FCA programme countries and the collaboration between youth and local and national level authorities was supported in countries such as Cambodia, Uganda, Nepal and Kenya.

At the community-level, FCA supported members of community to deal with conflicts non-violently. The issues vary from land and property issues, human rights, gender equality and women's rights as well as access to key services. Work at the community level entailed supporting the establishment of community-based peace structures, strengthening capacities and facilitating a space for dialogue between and within communities.

In South Sudan and Kenya, FCA supported the establishment of community-based peace committees by youth, women and traditional chiefs. As an example, the women peace committee led dialogue sessions in eight villages affected by violence between age-set groups in South Sudan. Because of the women's peace committee advocacy toward the perpetrators, the communities reported a decrease in violence. In Kenya, FCA together with its partner facilitated peace prayers bringing together communities who have been suffering from violent inter-communal conflict. Over 1500 community members attended the peace prayers, in addition to representatives from national and county government.

Both at the community and national level, FCA supports dialogue between communities and duty bearers. We also collaborate with duty bearers and support their capacities for more inclusive governance and decision-making.

In Nepal, eliminating caste-based discrimination was the main programmatic priority in 2018. FCA's efforts focused on increasing solidarity between Dalit and non-Dalit communities and improving the implementation of non-



### PROMOTING YOUTH LEADERSHIP AND EMPOWERMENT IS A GROWING THEME IN FCA'S PEACE WORK, INCLUDING IN CAMBODIA, UGANDA, NEPAL AND KENYA.

discriminatory legal framework in partnership with local human rights advocates, CBOs and youth. As a highlight of results in 2018, three rural municipalities in Nepal committed to allocate funds for the empowerment of Dalit community and involve Dalits in the municipal planning and implementation processes. This also entailed a commitment to allocate funds to TVET benefitting young people from Dalit and other marginalised communities, underscoring FCA's holistic efforts to promote the realisation of different sets of rights around participation, education and livelihoods in our target communities.

FCA will continue to strengthen synergies between our three themes (R2P, R2QE, R2L) in our programmatic work. In Somalia, FCA continued to support the engagement of civil society in political dialogue and state building processes. A total of 22 awareness raising and capacity building efforts benefitting 1826 people were conducted by 332 trained community advocates on inclusive and participatory elections, National Development Plan, constitutional review as well as reconciliation. In collaboration with the Network of Traditional Peacemakers, FCA supports the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) to develop National Reconciliation Framework (NRF) and 14 consultation meetings were held among government authorities and CSOs.

At the international level, we continued to bring the voices and perspectives of local peacebuilders to the global level discussions. The Network for Religious and Traditional Peacemakers is an integral part of FCA's Right to Peace work and critical in linking local voices to international peacebuilding efforts. In the area of advancing freedom of religion and/or belief (FoRB), the Network co-organised the Alliance of Virtue conference attended by 300 religious actors and policy makers from around the world in February 2018 in Washington DC.

## GUIDING PRINCIPLES AND APPROACHES

FCA is a rights based actor and our work is guided by international human rights principles. We promote gender equality and Do No Harm principles, and work for climate change adaptation and disaster risk reduction.

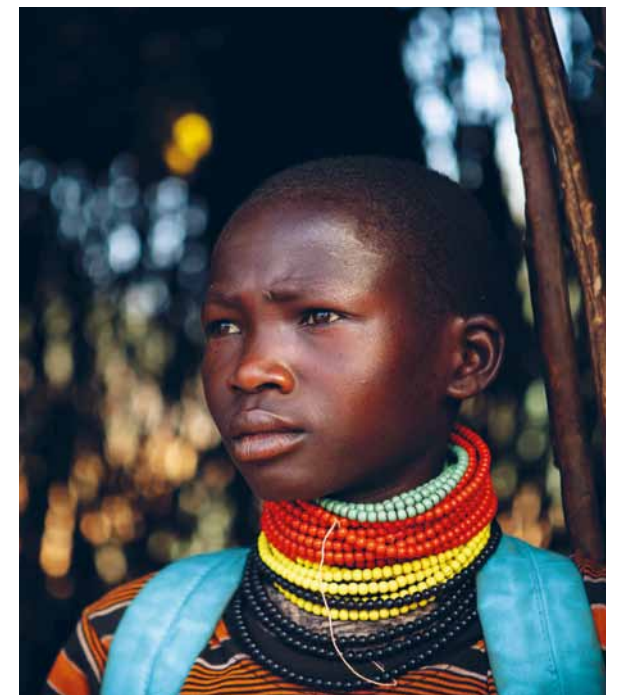
### Rights-Based-Approach (RBA)

Year 2018 was the first year of FCA's new Global Programme 2018-2023 with a more holistic approach. FCA's commitment to rights-based approach (RBA) is at the core of our work in the three thematic areas and through the different working modalities. All FCA's procedures and tools are based on the PANEL principles of RBA (participation, accountability, non-discrimination and equality, empowerment and linkage to the UN HR framework), further utilised throughout MEAL (monitoring, evaluation, assessment and learning) processes.

FCA's rights-based approach is at the minimum progressive but can also be transformative depending on the specific context and the overall space available for the civil society. The main aim is to tackle the root causes of poverty and injustice in legislation, customs, norms and practices, and to contribute towards the full realization of human rights standards and principles.

The holistic approach of the Global Programme has meant a shift in conceptualising FCA's programmatic priorities and working modalities through three main objectives (MOs): People and Private Sector, People and Governance and People and Civil Society, creating new opportunities in our work with the duty bearers (DB) and right holders (RH) at different levels of governance and globally.

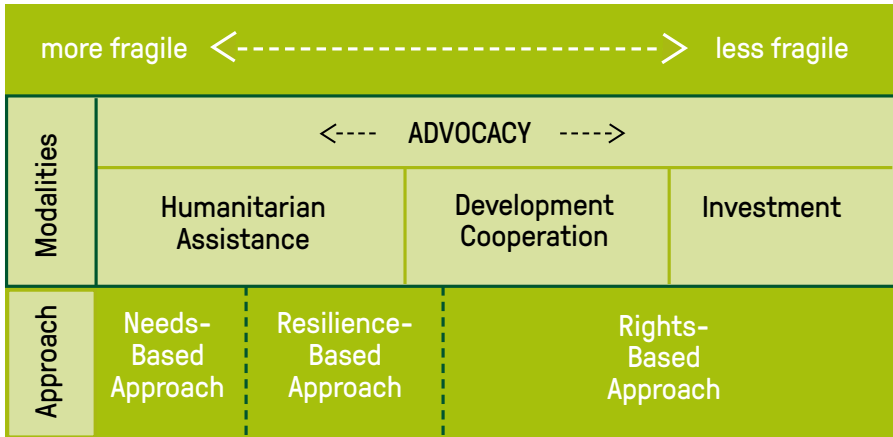
In 2018, FCA continued to anchor the rights of education, livelihood and peace in the UN HR framework and contributed to the Universal Periodic Review of selected programme countries. The UN HR treaties followed included the International Covenant of Civil and Political Rights (ICCPR) and International Covenant of Economic, Social and Cultural Rights (ICESCR), Convention of the Elimination of All Forms of Discrimination against Women (CEDAW), Convention of the Rights of the Child (CRC) and



RBA WAS PROMOTED THROUGH SENSITISATION, AWARENESS RAISING, CAPACITY BUILDING AND TRAININGS AS WELL AS DIALOGUE-BUILDING COLLABORATION BETWEEN VARIOUS ACTORS AND INTEREST GROUPS.



FCA ‘2RBA’  
Resilience and Rights Based Approach



Convention of the Rights of the Persons with Disabilities (CRDP), with full understanding of the principles of universality, indivisibility, inalienability, interdependence and interrelatedness of human rights. In addition, we continued to utilize and work towards strengthening the implementation of Collective rights, such as the Right for Peace, UN Guiding principles on Business and HRs, and the utilization of Thematic and Country Specific Special procedures and other mechanisms (e.g. Commission of Inquiry).

FCA’s new Global Programme has allowed us to deepen our understanding of fragile and volatile contexts and to position ourselves towards institutional or temporary duty bearers. The new global programme structure accommodates situations where standardized rights-approaches are not fully applicable or fully functional. This may be the case in contexts where fragility has been caused by the lack of accountable and functional institutions and governance structures. Therefore, in addition to addressing humanitarian needs, FCA is building the resilience of the local communities, combining elements of a standardized needs-based approach while at the same time aiming for progressive right-based approach implementation. Especially in complex and protracted crises, humanitarian assistance and development take place simultaneously. FCA’s rights-based logic has allowed our operations to move smoothly from resilience towards a more systematic rights-based response. In 2018, in depth work around the concept of “resilience” in particular in Cambodia, further strengthened FCA’s understanding of the concept and supported the related conceptualisation.

RBA was promoted in FCA’s Country Programmes through sensitisation, awareness raising, capacity building and training of Country Offices (COs) and partners. In programme development, the focus was on rights based analytical tools and the use of comprehensive context analyses, and constructive and dialogue-building collaboration between different actors and interest groups at local, national and regional levels, related to our advocacy work.

Several on-going projects were funded by the EIDHR (European Instrument for Democracy and Human Rights), while in Eritrea, a two-year project “Promoting Gender Equality in Eritrea through Teacher Education” was finally approved for funding in mid-2018.

FCA strengthened its capacity to promote inclusive societies, and namely the realisation of equal right to education for people with disabilities (PwD) and children with disabilities (CwD), particularly in Education in Emergencies (EiE). Developing good practices in promoting inclusive education continued. However, data was not collected by all country programmes and the number of direct beneficiaries still remained quite modest, mainly in Jordan, Cambodia and Uganda.

At the HO level, FCA continued developing our collaboration with Finnish Disability NGOs on increased inclusion of disability in humanitarian response and development work and started the drafting of a MoU with Finnish Disability Foundation.

FCA continued collaboration with the LWF’s Local to Global RBA programme (L2G) to enhance capacity building and partner collaboration in reinforcing the implementation of RBA in programme and advocacy work, particularly related to the UPR projects in Myanmar, Uganda and South Sudan.

Gender

In 2018, FCA continued to promote gender equality both through integrating gender equality systematically in all FCA’s operational work and working modalities and through specific women’s empowerment projects focusing on women’s economic empowerment and capacity building for women’s human rights advocacy work. FCA promoted gender equality through awareness raising, capacity building, trainings, programme development and advocacy.

Awareness raising, capacity building and trainings have aimed at improving FCA and its partners’ capacities in identifying gender related practical and strategic needs, roles and power dynamics to promote gender equality more efficiently. Three training workshops were organised on gender equality and RBA. The workshops in Myanmar and Nepal were participated by FCA staff and project partners. In addition, two FCA staff members took part in the ACT Alliance’s online Gender-Inclusive Human Rights Based Training.

In programme development, efforts were intensified to effectively respond to gender related strategic needs, including equal access to quality education and vocational training, increased economic opportunities and secured livelihood, and equal participation in communal affairs and decision –making at different levels. Several funding applications for gender specific projects were approved, in Liberia, Eritrea and Somalia.

In peace work, FCA strengthened the involvement of women in decision-making processes and peace work at different levels of governance. Women have also played a role in community mediation mechanisms reducing tensions, which has also tackled issues on SGBV and domestic violence. In Kenya, “women talking circles” were established

FCA'S WORK CONTRIBUTED  
TO WOMEN'S ECONOMIC  
EMPOWERMENT, AND EQUAL  
ACCESS TO EDUCATION  
AND DECISION-MAKING AT  
DIFFERENT LEVELS.

as a way to give women a voice and recognition as active participants in peace building and separate women forums were organised for women and youth to discuss and contribute to peace processes.

In livelihood, FCA’s work continued to contribute to women’s economic empowerment, equal access to resources, assets and decision-making at different levels. Country programmes supported women’s capacity development in micro entrepreneurship and promoted diversified opportunities in agriculture to strengthen or provide new means to generate increased income. In gender specific projects, FCA promoted women’s economic empowerment as a means to achieving equal enjoyment of human rights for men and women and raised awareness of GBV and ways to prevent it. We also worked increasingly with people on the move, paying particular attention to youth and gender disparities.



In education, FCA promoted girls' and boys' equal access to quality education and their continued attendance at the secondary and upper levels of education and in vocational training. Furthermore, FCA continued to address gender equality issues in EiE and developed gender sensitive measures and practices in community based psychosocial support in humanitarian responses, as was done for example in Bangladesh in the Cox's Bazaar in ensuring girls' safe access to schooling and services.

In collaboration with LWF Women in Church and Society (WICAS) Department and other participating organisations (WCC, Church of Sweden, Mission 21), FCA provided tailored capacity building on "Women's human rights advocacy training" focusing on gender advocacy from faith-based organisations' perspective and encouraging the utilisation of UN HR Treaty mechanisms, particularly CEDAW and UPR in programme development and advocacy. A one-week training was held in connection with the 70th CEDAW session in Geneva in July with 41 participants, including six participants from Liberia, Nepal, Somalia and South Sudan. As a follow up to the training, FCA supported two partner representatives to take part in the CSO's shadow reporting and participation in the Nepal CEDAW review in October in Geneva.

## Conflict sensitivity

In line with the requirements of the Core Humanitarian Standards (CHS) framework, FCA sought to improve the integration of conflict sensitivity into all of FCA's work across country programmes to ensure programming avoids any negative impacts and maximizes positive effects. For instance, in displacement contexts FCA ensures that refugees and members of host community benefit from the interventions to mitigate potential conflicts between communities as well as to contribute to social cohesion. For example in Uganda, in all interventions targeting refugees 30% were set aside to benefit the marginalized and vulnerable members of host communities.

Country programmes were encouraged to carry out, keep up-to-date conflict assessments and analyses, and ensure meaningful participation and continuous dialogue

---

**FCA CONTINUED TO IMPROVE THE INTEGRATION OF CONFLICT SENSITIVITY INTO ALL PROGRAMME WORK TO AVOID ANY NEGATIVE IMPACTS AND TO MAXIMIZE POSITIVE EFFECTS.**

FCA actively engaged with the Commission of the Status of Women held in New York, USA in March. FCA took part in organising a parallel event, a panel discussion on "Do you have Faith in SDGs, faith sensitive gender justice mainstreaming in Faith Based Organisations" together with LWF, WCC, Islamic Relief and Side by Side. The event was co-sponsored by UNFPA and Global Affairs Canada. Other international advocacy activities included participation in the 16 Days of Activism against gender based violence campaign organised by WCC.

FCA also participated in ACT Alliance's Gender Equality and Justice Community of Practice (GEJCP) regular meetings and continued to follow the work of International Partnership of Religion and Sustainable Development, particularly the work stream of Gender Equality and Empowerment. In Finland, FCA participated in the Friday group discussions, (a sub-group of the Population and Development group by the Parliament of Finland) related to Finland's 3rd National Action Plan of 1325, and consultations and discussion events on gender equality, development policy and Finnish development cooperation.

with right-holders to adjust programming as needed. A number of FCA country offices conducted or updated their conflict analysis in 2018. FCA is developing further guidance and tools for assessing vulnerabilities, risks and capacities to better ensure conflict sensitivity in our work.

In addition, a regional peer-learning workshop on conflict sensitivity and Do No Harm was organised for FCA staff in Asia. The purpose of the workshop was to build the capacity of FCA programme staff to have a better understanding of conflict sensitivity and to be able to use the Do No Harm -framework for ensuring the conflict sensitivity of FCA's self-implemented as well as its partners' projects and programmes. In addition, as part of the Core Humanitarian Standard process, FCA continued to build staff knowledge and capacity on conflict sensitivity as part of the CHS.

Finally, FCA acts as one of the anchor organisations for INEE (Inter-Agency Network for Education in Emergencies), in charge of rolling out the INEE conflict sensitive education (CSE) training pack in parts of Middle East. In connection to this, FCA staff in the region were also trained. In 2018, a contextualised version of the INEE CSE training pack was included in the FCA regional training workshops on Education in Emergencies and INEE Minimum Standards for Education for Eastern and Horn of Africa. The approach was found to be effective and will continue in 2019. This provides an additional opportunity for FCA to improve its ability to ensure conflict sensitivity of its work.

## Climate Change

FCA acknowledges the strong linkage between climate change adaptation, resilience and disaster risk reduction (DRR). In 2018, FCA's country programmes continued to utilize FCA's Climate Change Tool to promote effective integration of climate change adaptation in programme planning and implementation. Furthermore, increased attention was paid to strengthening the holistic understanding and interrelatedness between these concepts, and in particular to the conceptual development of resilience. Great progress was achieved with regard this as part of the EUAV programme in Cambodia.

Many FCA's programme countries are vulnerable to climate change and extreme drought, floods and/or other severe environmental effects. In 2018, FCA and our partners continued to build the capacity of local communities to adopt alternative livelihood activities to strengthen their resilience and food security. In Kenya, projects successfully promoted climate change mitigation through honey harvesting, goat farming and basket weaving, aiming to enhance the economic status of the community members. As part of the education project in Somalia, members of the CEC, PTA and teachers in the targeted schools received training on DRR, the impacts of climate change and the relevant prevention measures against the expected threats. In South Sudan, vegetable farming and irrigation activities continued to be part of climate change adaptation, and watering cans and pedal pumps were used to promote farming throughout the year without having to depend on rainfall.

In Uganda in particular, increased attention was paid to climate change as a human rights issue, considering its often disproportionately negative impact on vulnerable and poor people. In addition, all FCA's interventions are carefully planned with a view that climate change impacts are always gender and age bound.

FCA's Uganda country programme strengthened the capacity of communities and schools in school based DRR mechanisms. With the support of a DRR expert seconded through the EU volunteer platform, the schools enhanced their capacity to plan, prepare and respond to natural disasters that have become more frequent and severe. In addition, smallholder farmers were encouraged to engage in the development and implementation of climate change strategies, including tree planting, community sensitization, contour ploughing, use of fallowing and other climate smart agronomic practices.

In Myanmar, more than 100 Community-Based Disaster-Risk Management sub-committees were formed to implement environmental conservation and climate change adaptation activities at community level. These included planting trees in collaboration with the Forestry Department and developing disaster-risk reduction plans. Other actions included awareness raising of natural resources and environmental conservation, water catchment protection at village and township level as well as improved waste management measures. In June, the International World Environment Day was celebrated in 54 villages.

In Cambodia, a separate project focusing on Climate Change Adaptive Agriculture (CCAA) started and included



---

**FCA'S COUNTRY PROGRAMMES INCREASINGLY PROMOTED THE INTEGRATION OF CLIMATE CHANGE ADAPTATION IN PROGRAMME PLANNING AND IMPLEMENTATION.**

both long-term and short-term interventions in the drought prone area in Pursat province. The project built community resilience through capacity building of community members, youth, children and teachers. Local authorities at community and district level were trained and supported in the development of EPRP. In addition, producer groups were trained on climate smart agriculture techniques, contributing to saving water.

In Nepal, the effects of climate change on farmers and communities and the adaptive measures were discussed during a reflection workshop organized together with FCA's partners.

Climate change adaptation also continued to be part of FCA's organizational goal setting. FCA is a WWF certified Green Office, and we continued to monitor our environmental and climate change impact. Measures to reduce the ecological footprint include, for example, balanced



travel policy and promoting virtual meetings whenever possible. COs have increased the use of green energy (solar power), reduced printing, increased the use of bicycles instead of other means of transportation whenever possible, and promoted the use of purified tap water as drinking water to avoid the unnecessary use of plastic bottles.

FCA's initiative "WeFood" – surplus food supermarket – is another example of an innovative way to reduce pressure

on the environment. FCA opened WeFood supermarket in Helsinki as a way to support the reduction of food waste and to promote volunteer work. As a part of the initiative, school children and youth have been successfully engaged in the initiative e.g. through a campaign about food security and the environmental effects of food waste. Local school children and youth have also visited the "WeFood" supermarket and learned about its objectives and everyday work.

## Innovations

During 2018, FCA continued to promote innovations to address complex development challenges in our programme countries and to enhance the results and impact of our work. Pilot projects were implemented in selected programme countries and the development of the innovation system continued.

The development of the innovation system included the start of a more systematic mainstreaming of innovative thinking in all our work and by all FCA employees. As part of this process, the innovation coordinator visits FCA's country offices and facilitates discussions at country level. The first country office visited was Myanmar in August 2018.

The country office visits and the related internal reflection are meant to inspire employees in their work and to promote closer cooperation between different FCA country teams on innovation. The successes and lessons learnt of innovative activities will be analysed and stored into FCA's strategy execution and programme management system, NOW.

In 2018, the pilot projects focused on improved learning environments, linking livelihood opportunities and quality education with private sector cooperation and on developing innovative ways to promote youths' voices and participation in local and national processes.

In partnership with Disability Partnership Finland and Combi Works Oy, the development of the SMILE- the sustainable, modular and inclusive learning environment in emergency contexts- continued. FCA and Disability Partnership Finland adjusted the concept to the Nepalese context and Combi Works Oy produced the prototype and transported it to Nepal.

FCA's collaboration with Finnish design company Mifuko Oy pursued in Kenya. Mifuko Oy established new contacts in the Province of Turkana, close to Kalobeyei and Kakuma refugee settlements and is considering expanding its business model and production also to the north. Currently Mifuko Oy employs 600 women and provides access to productive activities and business opportunities for refugees. This innovative project has great potential to scale up FCA

Kenya's livelihood activities in the area with the existing resources.

Futurice Oy, Solita Oy and FCA launched the FCASH project, investigating the use of block chain technology in direct cash distribution during emergencies. The technology guarantees transparent tracking of even individual donations up to the recipient of the aid, with full protection of personal data.

The FOCCA project that investigates the use of artificial intelligence faced some financial difficulties. However, FCA is assessing the use of the technology in reporting. Preliminary contacts were made with suitable partners and the functionality of artificial intelligence was outlined. Based on the experiences by other organisations, reporting tools that take advantage of artificial intelligence have made reporting less time-consuming and efficient.

FCA also played an active role in several innovative networks to gain and share new knowledge and to seek new partnerships, in accordance with FCA's objectives. Furthermore, in addition to the private sector, FCA also collaborated with research institutions. For the third year, work with the Hanken Humanitarian Logistics Unit continued and included guidance on a humanitarian logistics course assignment.

Omnia Education Partnerships (OEP) is the international commercial arm of four Finnish organizations, including FCA. It was founded to act as an ambassador of Finnish education and training. OEP programs combine the best of Finnish know-how with local expertise. In 2018, FCA and OEP established a joint programme called FCA College. FCA College offers competency-based programs delivered by trained and certified local trainers supported by Finnish experts. FCA College programmes lead to internationally recognized diplomas mapped to the European Qualifications Framework. In 2018, altogether 20 Ugandan trainers were certified to OEP trainer certification. The trainers also completed Further Qualification for Entrepreneurs. As part of their training, they started training 60-refugee students in Further Qualification for Entrepreneurs at Rwamwanja Refugee Settlement.

---

**FCA'S INNOVATIONS MAINLY FOCUSED ON  
IMPROVED LEARNING ENVIRONMENTS AND LINKING  
LIVELIHOOD OPPORTUNITIES AND QUALITY EDUCATION  
WITH PRIVATE SECTOR COOPERATION.**

## FCA'S WORKING MODALITIES

**FCA's main working modalities are development cooperation, humanitarian assistance, advocacy and investment. The choice of the most effective modalities is based on the specific context and intervention and they all contribute to FCA's long-term impact.**

### Development Cooperation

Development cooperation is one of the working modalities to implement FCA's global programme. However, FCA recognizes that it is just one instrument to promote sustainable and positive results as well as in the midst of a dynamic change adapting to the new levels of complexity and interdependency in the world.

The enlargement of the development cooperation system is in line with the ambitious and comprehensive 2030 Agenda. In 2018, FCA remained committed to empowering people and local communities in fragile situations in their efforts to create just and resilient societies. We continued to address the challenges faced by people in the most vulnerable position and contributed to putting into practice the principle of Agenda 2030 of "leaving no one behind".

At the heart of the Agenda 2030 are 17 Sustainable Development Goals (SDG), which recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve education, reduce inequality, increase democratic participation and spur economic growth. FCA believes that FCA's strategic themes and supporting rights related to peace, education and livelihood as well as combining the three have potential for great and wide-reaching impact. The link between the themes and FCA's contribution to the accomplishment of the SDGs and their targets is visible in FCA's work and results in 2018.

The adoption of the 2030 Agenda and the SDGs provided a reference frame for humanitarian and development actors to contribute to the common vision of supporting the furthest behind first and a future in which no one is left behind. Experience has shown that treating relief, rehabilitation and development as separate processes fails to respond to the complexity of crisis situations, and consequently strengthening the humanitarian-development nexus has been identified as a top priority by the majority of stakeholders.

---

**FCA CONTINUED TO SUPPORT  
THE MOST VULNERABLE PEOPLE  
AND TO PUT INTO PRACTICE THE  
PRINCIPLE OF AGENDA 2030 OF  
"LEAVING NO ONE BEHIND".**

In 2018, FCA continued to develop its thinking and approaches related to the development- humanitarian nexus. FCA's internal discussions underlined the fact that in fragile contexts change is constant, often nonlinear and difficult to anticipate. Linear long-term development tools are not always contextually relevant and as a result, FCA acknowledges the need to design and develop programmes that are flexible and innovative to better address the range of challenges faced by the people we work with.

Furthermore, FCA's work in promoting the humanitarian-development nexus shows the limitations of the existing funding instruments for effective and appropriate responses and enables us to advocate towards improvements.

FCA also understands that in this new framework, different ways of work are needed and new types of partnerships and joint actions are required. We continue to seek appropriate ways to engage with the private sector and establish closer ties with the multi-lateral development banks. We also believe that new innovations and technologies will contribute to transforming development cooperation and actively continue to seek and promote effective solutions to address the complex development challenges in our programme countries.





## Humanitarian Assistance

FCA used 13.5 MEUR in humanitarian assistance in 2018. FCA received 2.9 MEUR from the Ministry for Foreign Affairs (MFA) of Finland, mainly targeted to FCA's programme countries where the humanitarian situation continued to be fragile, due to conflicts or post-conflict situations in the country or in the region. These were Central African Republic (CAR), South Sudan, Somalia, Uganda, Jordan, Syria and Bangladesh.

FCA also used its own disaster funds, which were collected from parishes and private persons. Most of the funds were used for humanitarian assistance in CAR, Nepal, Jordan, Syria, Uganda, South Sudan, Somalia, Kenya, Myanmar, Greece and Bangladesh.

FCA continued to invest heavily in global fundraising, such as applying funds from ECHO and UN organisations. UN or other international donors funded humanitarian operations mainly in Uganda, Somalia, CAR, Jordan and South Sudan in 2018.

Since the autumn of 2017, over 700 000 people have left Myanmar for Bangladesh due to violence and persecution. Over 50 % of them are children and youth. FCA has supported ACT members to provide hygiene items, tools, seeds and livestock to improve their food security. Livelihood support was provided through Cash for Work and the establishment of home gardens and community kitchens. In April 2018, FCA started a joint programme with DCA (Dan Church Aid) in non-formal education and protection activities among refugees in Bangladesh.

FCA provided emergency support to the Northern Philippines after it was hit by typhoon Mangkhut. Additionally,

### FCA'S ADDED VALUE STEMS FROM OUR AGILITY TO RESPOND TO CRISIS AND ABILITY TO INVOLVE CRISIS AFFECTED PEOPLE IN THE HUMANITARIAN EFFORTS.

FCA supported ACT members working in Indonesia following the earthquake and tsunami in the Sulawesi region. Emergency support consisted of distribution of shelter materials, hygiene kits, non-food items and cash support.

FCA's added value stems from its agility to respond to crisis and ability to involve crisis affected people in the humanitarian efforts. FCA has identified livelihoods and EiE as its niche areas in humanitarian aid. In 2018, FCA continued the development of the humanitarian livelihood strategy and new innovative livelihood concepts based on previous humanitarian programmes and operations, such as Code+Create in Greece, to provide ICT skills to refugee youth and host communities to strengthen their livelihood possibilities. FCA also launched the FCASH project to investigate and pilot the use of block chain technology in cash distributions in humanitarian work. In EiE, FCA

started to develop its strategic guidance for the effective implementation of EiE programmes.

FCA worked towards strengthening its preparedness and rapid response capacity, both at the organizational and programmatic level, to be able to ensure timely quality responses in emergencies. FCA continued to develop technical solutions to manage its humanitarian roster and deployments in an effective way and to serve well the human resource needs in emergency settings and longer-term humanitarian programmes.

A great deal of humanitarian advocacy was done in Finland and globally due to the changes in the working environment and policy discussions. In protracted crisis and fragile contexts, FCA tries to find durable solutions and promotes a holistic approach for nexus between humanitarian aid and development cooperation. Resilience, restoration and continuity of services, psychosocial well-being and disaster risk reduction are at the core of our operations to diminish the impact of changes in humanitarian situations.

Through our membership in the Global Education Cluster (GEC) and INEE network, FCA worked actively to strengthen and develop EiE work in the sector. FCA continued a close co-operation with UNICEF at the global and country level. FCA was an active member in the Global Education Cluster (GEC), also in the Strategy Advisory

Group for the cluster. According to the agreement between FCA and UNICEF, FCA has seconded one stand-by coordinator to strengthen education cluster coordination at the country level as a member of the Education Cluster Rapid Response Team. In 2018, she worked in Niger and Bangladesh to coordinate and strengthen the country level education cluster work. FCA was also an active member in the global network for Charter4Change to promote localization and increased funding to local actors.

In the summer, FCA participated in UNHCR's Annual Consultations with NGOs in Geneva. FCA was also a member of the Finnish delegation in UNHCR annual Executive Committee meeting in the autumn.



## Advocacy

In 2018, advocacy work was active in FCA's programme countries, in Finland and at the international level. Advocacy efforts focused on FCA's strategic themes: R2QE, R2P and R2L as well as on broader aspects of development and humanitarian aid policy and funding and human rights.

At country programme level, FCA supported local partners' advocacy initiatives that strengthened the voice of local communities and increased the capacity of duty-bearers to effect change. Altogether, 695 advocacy initiatives were conducted out of which 69% provided a positive change.

In Finland, FCA's advocacy focused on the 2019 parliamentary elections with three main aims: a clear plan and timetable for reaching 0,7% ODA level, corporate social responsibility law and ensuring education as the top theme of Finland's development policy. Already in 2018, our long-term advocacy yielded promising results when MFA commissioned a report "Stepping up Finland's Role in Global Education" and established a related working group. FCA provided its expertise to both. FCA also prepared a joint communications campaign with the Finnish Red Cross and Amnesty Finland called 'People, simply', to be launched in early 2019. The campaign promotes a change towards a more multi-voiced, compassionate and considerate Finland.

At the international level, mechanisms such as the Universal Periodic Review (UPR) and International Covenant on Civil and Political Rights (ICCPR) enabled FCA and its partners to increase international pressure for change. In Liberia, FCA together with its partner contributed to the Civil Society Organisations' Shadow Report to ICCPR and presented it to Human Rights Committee in Geneva. As a re-

sult, the Committee's recommendation to the Liberian government included FCA's and its partners' recommendations on addressing prison overcrowding and poor living conditions with a specific recommendation for the appointment of Ombudsman at each prison facility and pre-detainees' right to vote. FCA and our partners also continued to ensure that monitoring mechanisms are in place and that there is follow-up on the recommendations.

In Jordan, at the end of 2017, the government of Jordan released a new set of regulations on home-based businesses that excluded Syrians from being able to operate in the sector. Yet at the same time, government of Jordan endorsed the 2018-2020 Jordan Response Plan, which supports home-based business programming. FCA together with Jordan INGO Forum presented their concerns to the EU delegation and other international donor agencies, who then put pressure on the government of Jordan to reform the legislation. In December 2018, the government issued a Cabinet decision to allow Syrians to operate home based businesses in certain sectors.

During the year, FCA contributed to the Independent Progress Study on Youth Peace and Security, which was requested by the Secretary-General of the United Nations in response to the Security Council resolution 2250. FCA was a member of the Steering Committee of the Study responsible for providing overall guidance and direction for the development of the study. In addition, Berghof Foundation with support from FCA prepared a thematic paper for the Progress Study entitled The Youth Space of Dialogue and Mediation. FCA communications unit produced a series of 11



## FCA SUPPORTED LOCAL PARTNERS' ADVOCACY INITIATIVES THAT STRENGTHENED THE VOICE OF LOCAL COMMUNITIES AND INCREASED THE CAPACITY OF DUTY-BEARERS TO EFFECT CHANGE.

blog posts and social media images on the theme right to peace, including women and peace, youth and peace, and peacekeeping and crisis management. In Finland, Change-maker was actively involved in developing the National Action Plan on UNSCR 2250 (NAP 2250).

In 2018, FCA had a special advocacy theme: youth. We produced a report "Youth on the Move" and launched it in an event with the UN Secretary General's Youth Envoy Jayathma Wickramanayake. The report was received with great interest and effectively promotes the need to include young people living in fragile conditions in aid work. The report provided a number of recommendations to policy makers, which FCA will continue to advance throughout the programme period.

The report was also widely shared in the social media, including by the UN Youth Envoy who tweeted both the report and the video produced by FCA to 84,000 followers. On FCA's own Finnish and English Twitter accounts, the tweets about the report received almost 11,600 views and the video was watched over 12,000 times. On Facebook, the

English news and the article on the report were viewed over 83,000 times, and in the Finnish news over 5,200 times. The video received 4,300 views. FCA also published a series of blog posts, both in Finnish and English, on the theme and hashtag #YouthOnTheMove. The blog posts were read over 1,800 times on the website.

In addition to the above advocacy examples, FCA dialogued actively with decision-makers, provided expert opinions on request, organized and spoke in numerous events and was interviewed by the media. At the international level, FCA and its partners participated and advocated at UN General Assembly, the UN Human Rights Council, UNHCR Executive Committee, UNHCR NGO Consultations, Intergovernmental Conference on the Global Compact for Migration, UNESCO Mobile Learning Week, Committee of the Status of Women, Commission on Population and Development, World Bank Groups' Civil Society Policy Forums, World Bank Fragility Forum, European Development Days, Global Partnership on Education Replenishment Conference, Asian Development Bank Youth Forum, Stockholm Peace Forum and Geneva Peace Week.

FCA also became a member of the UN Faith Advisory Council and PaRD, which are great building blocks for our peace, religion and development advocacy. In addition, FCA seconded an advocacy coordinator to Inter-Agency for Education in Emergencies (INEE) to support advocacy on right to quality education at the international level.

An advocacy strategy was also developed to establish a solid foundation for FCA's advocacy work during the global programme period. In addition, an online advocacy portal was set up on FCA's intranet, including advocacy guidance and tools for efficient information sharing and capacity building. Advocacy decision-making processes were also clarified. These efforts have already increased FCA's advocacy effectiveness and capacity.

## Investment – Capital for development

A loan by MFA for a total of 16 MEUR loan, allowed the initiation of FCA Investments as a new tool for sustainable development targeting Small and Medium Sized Enterprises (SMEs) in developing countries and fragile states. In 2018, most of the activities focused on developing internal tools and mechanism for the planned financial interventions and SME's capacity building. Following external consultations, FCAI drafted its investment handbook, ESG management system, screening tools, and logframe. In addition, FCAI formed an advisory group, which is a network of voluntary experts who will provide Technical Assistance (TA) and consultation services to the targeted SMEs focusing on, but not limited to ESG management, financial management, data administration & reporting and business strategy and planning.

FCAI also signed an agreement concerning its participation in "C4D-partners" fund, which is an Asian fund started by ICCO aiming to generate social and financial returns by investing in socially & environmentally responsible SMEs in developing countries.

FCAI continued to identify and establish partnerships with actors who provide financing for the private sector in order to meet SDGs (eg. IFC, IFAD, DGGF, EU), and developed a strategy and established a road map for the intended direct investing. The investment tools and proposed plans were designed in accordance with FCA's policies, and livelihood and education themes for further private sector development and engagement in the target countries.

FCAI made a progress with its plan to become an investor in Yield Uganda fund (which is an EU backed fund focussed on agribusiness SME's in Uganda) and in Microfinance field in developing countries (e.g. BlueOrchard MF funds).

Progress was also made with the Fundraising Policy and Risk Management Plan. FCAI also submitted an application to Finnpartnership to conduct a feasibility study and market research related to impact investing in Fragile Context (mainly in Somalia).

# GLOBAL PROGRAMME'S MAIN OBJECTIVES AND ANALYSIS OF RESULTS IN 2018

The new six-year global programme period started in 2018. Within the framework of the global programme, we are creating new opportunities for people and strengthening the ability of individuals and communities to respond better to societal changes.

FCA's new six-year programme period started in 2018. FCA's Global programme results framework 2018–2023 includes an impact level goal, three main objectives (MO1–MO3) and eight sub-objectives. They are directly linked with FCA's Strategy and its programmatic and organizational goals. The sub-objectives/outcomes have indicators that are monitored globally annually.

PART II of this report includes country specific 2018 annual summaries showing which main objectives and sub-objectives the respective country programme promoted in 2018 as well as some of the related key results.

## IMPACT GOAL

People in fragile contexts are empowered to act for positive and sustainable change in creating resilient and just societies

### People and Private Sector

#### Main Objective 1

People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.

- 1.1. Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion.
- 1.2. People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth.

### People and Governance

#### Main Objective 2

People can claim and enjoy their right to improved and inclusive governance and services.

- 2.1. Policies and processes promote a positive change and are transparent, responsive and participatory.
- 2.2. Children and youth have equal and uninterrupted access to inclusive quality education/learning.
- 2.3. Disaster affected people have access to essential life-saving assistance.

### People and Civil Society

#### Main Objective 3

People fulfill their legitimate and active role for positive change.

- 3.1. Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion.
- 3.2. Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.
- 3.3. Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.



## Impact Goal and the Main Objectives

All FCA's work promotes the impact goal:

People in fragile contexts are empowered to act for positive and sustainable change in creating resilient and just societies.

In 2018, FCA's work contributed to the achievement of the below global programme main objectives through specific partnerships, approaches and actions.

### Main Objective 1

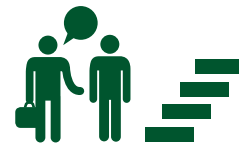
**People and Private Sector:** People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication

Under this objective, FCA's pledge is to promote inclusive and sustainable economic development and growth focusing on people suffering from or at high risk of marginalisation and chronic poverty. FCA's main beneficiary groups are women, youth and displaced people. Private sector plays a pivotal role in this work as a provider of markets, employment and economic opportunities.

To build the economic self-reliance of youth and young adults in vulnerable situations, FCA is making long-term investments into developing its Linking Learning to Earning (LL2E) approach and model that applies multiple methods to support vocational graduates' transition into the world of work either as paid employees or as self-employed. In 2017-18, the model was widely adopted in FCA's programme countries and is now an integral part of six country programmes with pilots planned in several others.

In 2018, increased attention was paid to elements that in practical terms link vocational education to opportunities for earning a living. These include market assessments to determine the vocations that provide the best job or business prospects and mobilisation of private sector for ensuring the market relevance of skills sets as well as job placements. Career counselling and entrepreneurship training with various support services at the start-up phase further improve the chances for successful entry into working life, as shown by the good results achieved in 2018. Community awareness raising to increase the appeal of the vocational track has also proven to be a productive practice.

In total, 2,992 youth and young adults, of whom 43% were female, benefitted from a combination of different LL2E linkages. In Uganda and South Sudan, concerted effort was made to offer livelihood opportunities to youth with increased vulnerability to various forms of exploitation, including sexual exploitation, criminal activity, armed groups or other negative coping strategies. In Uganda and Jordan, refugees from the conflict-ridden neighbouring countries constituted a major part of the beneficiaries. The most widely adopted LL2E method was career counselling (2,483); business training was offered to 1,155 students, increasingly coupled with access to start-up finance and/or business coaching.



2,992

youth and young adults benefitted from different Linking Learning to Earning (LL2E) linkages, including career counselling and business training, often coupled with access to start-up finance and business coaching.



1,087

FCA facilitated the start-up of 1,087 new businesses in 2018.

Five country programmes – Somalia, South Sudan, Uganda, Nepal and Jordan – reported encouraging LL2E results. Of the 706 graduates surveyed six months after graduation, 71 percent earned a living either in paid jobs (39%), as self-employed (31%) or as entrepreneurs employing others (1%). The remaining 29% were either unemployed or could not be reached e.g. due to migration. Out of the 706 graduates, only 23 individuals discontinued their studies mid-term, which indicates that the training offered was considered highly relevant by the learners themselves.

In LL2E, FCA pays special attention to increasing earning opportunities for women. Minimum 50% female enrollment is targeted, which is also taken into consideration when selecting the vocations to be trained, and women are encouraged to choose unconventional trades. According to the survey conducted in 2018, there was clear pattern of men seeking paid employment, while the majority of women opted for self-employment either out of personal preference or necessity, as paid jobs were not readily available for women. In this situation, entrepreneurship training and start-up support to women has proven to be a successful strategy. Also, all the enterprises with employed staff were owned and managed by women.

When examined by age group, adult women (25 years or above) had the lowest prospects for gainful work. Only 46% of adult women were earning an income during the 6-month monitoring period as opposed to 72% of female youth (15-24 years) or men in both youth and adult categories, 76% and 80% respectively.

Creation of new entrepreneurship is also one of FCA's vehicles for inclusive economic development. In 2018, FCA facilitated the start-up of 1,087 new businesses. As with LL2E graduates, entrepreneurial activity was mostly women's domain; 903 (85%) of all new entrepreneurs were women. This is largely due to FCA's strong focus on women's economic empowerment, augmented by FCA's affiliation with Women's Bank (see page 87 for more information).

Over 60 per cent of women's new businesses can be classified as market-oriented offshoots from agricultural activities (550) while 354 are non-farm micro-enterprises that employ the owner only. Additionally, women established 71 micro and small enterprises that provided employment to others as well. The highest numbers were re-



ported from Nepal, which alone accounted for over 30% of all women-run businesses established in 2018. Enterprise creation and development have a long history in Nepal where Women's Bank has been supporting women's savings and credit cooperatives since 2009. The prevalence of on-farm activities as women's major income option is partly owing to FCA's specialisation in agricultural cooperatives in Cambodia and Nepal coupled with focus on rural livelihood diversification in Myanmar and Uganda.

Men seem to prioritise non-farm activities, yet also for men self-employment is the most common livelihood option (134 out of 151). In addition, men set up 17 micro-enterprises. Of all business startups in 2018, FCA's Linking Learning to Earning graduates accounted for 20 per cent (227).

Practically all emerging enterprises received some form of start-up support including entrepreneurial training, business coaching, market networking and/or upgrading of production skills (e.g. in agribusiness). In addition, 637 existing enterprises were supported with business development services to boost up their productivity, profitability and/or management and leadership capacities,

or in production or market development. Out of these 418 (66%) showed marked improvements in performance during the monitoring period. In addition, FCA supported 976 jobs of which over 600 were new jobs and 63% were jobs for women. This figure does not include cash-for-work activities, which provided short-term employment to thousands of individuals in humanitarian interventions.

All in all, year 2018 saw increased attention to the private sector as a partner and the primary provider of jobs and business opportunities for the people we work with. Notable developments in this regard took place in Uganda, Somalia, Jordan, Nepal, Cambodia and Myanmar, while the focus in the most fragile contexts remained on interventions building resilience and ensuring basic sustenance or centered on FCA's other thematic priorities. FCA continued to promote the role of women in inclusive economic development, but the work done particularly in LL2E increased the number of youth and young adults of both sexes as direct beneficiaries of our work; a trend that will carry on in the future as well.



## Main Objective 2

**People and Governance:** People can claim and enjoy their right to improved and inclusive governance and services

Under main objective 2, FCA's seeks to ensure that people can claim and enjoy their right to improved and inclusive governance and services. This entails contributing to transparent and accountable institutions through improved duty bearer capacity and promoting effective, participatory and inclusive decision-making through enhanced collaboration and dialogue between rights holders and duty-bearers.

In 2018, FCA engaged in various advocacy initiatives to promote positive change in policies and practices relating to three inter-related and dependent rights: Right to Peace, Right to Quality Education and Right to Livelihoods in our programme countries. On the one hand, FCA supported right holders to claim their rights and created opportunities to amplify their voices through different means of advocacy at all levels of decision-making, and on the other, supported ministries, authorities and institutions in our programme countries in fulfilling their duties and obligations. Altogether 695 advocacy initiatives were conducted in FCA's programme countries, out of which 69% provided a positive change. Over the year, FCA participated in 625 consultations and meetings with decision-makers, organised 39 campaigns, wrote several policy briefs and advocacy letters and used media to support the advocacy calls.

FCA's advocacy efforts for inclusive peace building focused on promoting the active role of women, youth, people on the move as well as religious and traditional actors and supporting them to influence and participate in decision-making processes. In Somalia, FCA and the Network for Religious and Traditional Peacemakers supported the Ministry of Interior Federal Affairs and Reconciliation (MolFAR) in the development of a national reconciliation framework based on broad inclusion and participation. In Nepal, eliminating caste-based discrimination was the main programmatic priority. FCA's efforts focused on increasing solidarity between Dalit and non-Dalit communities and improving the implementation of non-discriminatory legal framework.

In the education sector, FCA's advocacy work on improved possibilities for young people to link learning to earning resulted in increased government funding for TVET for unemployed youth in Nepal. In Eritrea it led to the development of an inclusive TVET programme at School for the Deaf and TVET sector development plan with National Higher Education and Research Institute. In addition, FCA and its partners advocated the government of Cambodia to establish a national Career Guidance and Counselling (CGC) Committee to strengthen the policy and implementation of CGC in Cambodia.

In livelihoods, FCA engaged in activities and campaigns promoting improved and equitable access to livelihoods related services both at community and policy level. In Cambodia, FCA participated in civil society networks promoting the co-operative sector and contributed to the national consultation conducted by the Ministry of Agriculture, Forestry and Fisheries (MAFF) on government services to agricultural cooperatives.

Country programmes also supported advocacy towards the international decision-makers and power centres. In Jordan, active advocacy with Jordan INGO Forum towards the



212,382

learners supported by FCA in 2018. FCA's support to service provision was mainly in education and emergency aid.



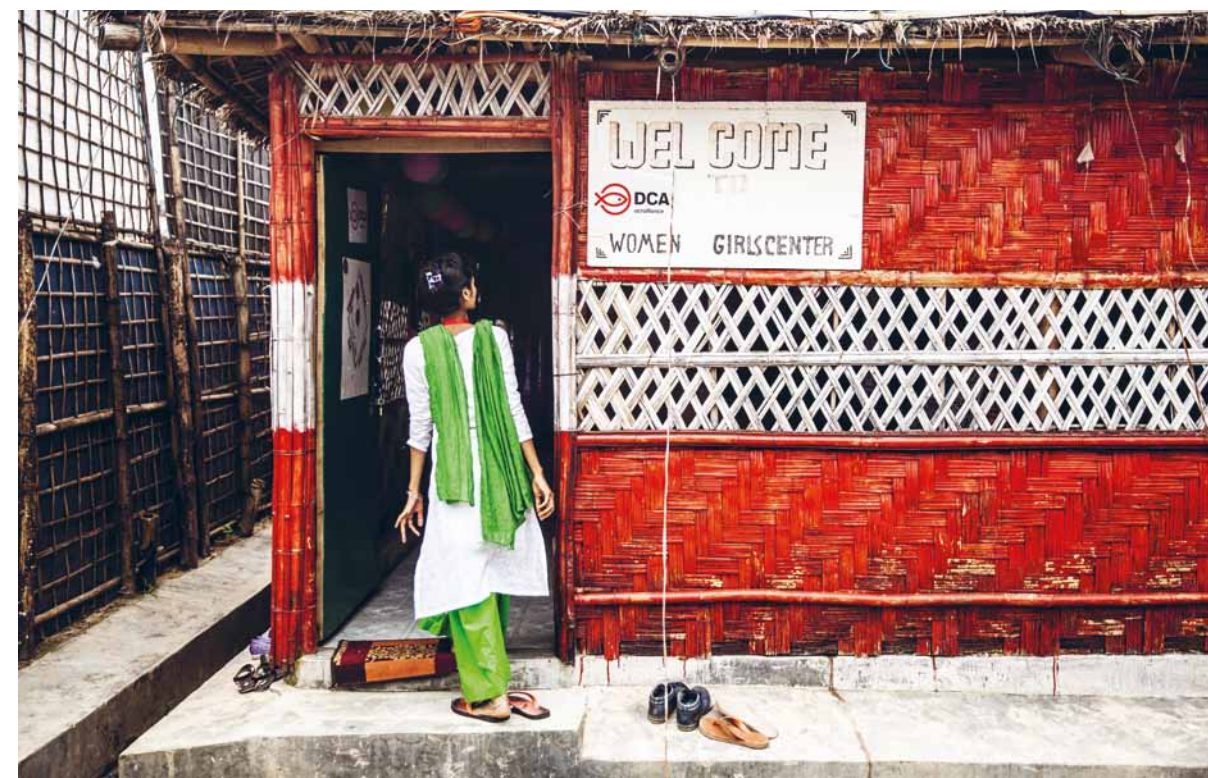
98,520

people benefitted from emergency support in Indonesia, the Philippines and Bangladesh, provided in cooperation with other ACT members.

EU and international donors resulted in increased pressure on the government of Jordan and eventually in a Cabinet decision allowing Syrians to operate home-based businesses. In Liberia, FCA's partner SHED contributed to Liberia's review of the International Covenant on Civil and Political Rights (ICCPR), participated in the writing of the CSO's shadow report and supported the participation of the civil society delegation in ICCPR review session in Geneva. As a result, the recommendations put forward by the CSOs shadow report were included in the Human Rights Committee's concluding observations to the Liberian government. In Nepal, two FCA's partners contributed to the joint civil society shadow report on Nepal CEDAW and joined the civil society delegation to the Nepal's CEDAW review in October. In Myanmar and South Sudan, FCA continued supporting partners in the follow up work on the implementation of UPR recommendations. Many programme countries also increased awareness on gender-based violence (GBV) through participation in the international 16 Days of Activism against gender based violence campaign.

FCA improved the capacities of duty bearer's service delivery and accountability toward rights holders. FCA supported ministries, authorities and institutions in our programme countries to make sure that there is improved capacity to deliver services and increased accountability of duty bearers towards the right holders. In some contexts, there may be a sharp disconnect between the rights-holders and duty-bearers. In Nepal, due to the new federalist structure and the devolution of authority to the local levels, FCA enhanced its collaboration with the local level government and focused on building the capacity of the local representatives on the legal provisions and local operation acts and policies. The awareness raising and capacity building activities contributed to enhanced local level capacity to take on its new role in policy implementation and monitoring and evaluation.

FCA's support to and collaboration with Ministries of Education increased and took various forms at local, district and national levels, mainly linked to teacher education or TVET. In 2018, FCA provided support e.g. in creating harmonised curriculums or qualification frameworks for TVET, improving quality of teaching and building connections with the private sector actors. In Cambodia, FCA's capacity building of the relevant education stakeholders resulted into larger implementation of CGC in schools and gradually as part of the wider education system. In Eritrea, FCA's continued support to teacher education institutes has contributed to improved



teacher education, while collaboration with the higher education authorities and the Ministry of Education has built the capacity of the Eritrean government as the duty bearer. Both in Eritrea and Cambodia, FCA collaborated with Ministries of Education to improve pre-service teacher education. FCA also supported in-service teacher education in several countries, consciously moving towards longer-term and contextualized continuous professional development (CPD) approach.

FCA operates in fragile and conflict affected countries where the temporary duty bearers, such as the UN or INGOs, may need to take on a greater role in the provision of goods and services. In 2018, FCA's support to service provision was mainly in education and emergency aid. FCA's contribution especially in education is widely recognized, and for example in Uganda, FCA took a more prominent role in education coordination by becoming a co-lead with UNHCR and the Ministry of Education and Sports. The total number of learners supported by FCA in 2018 was 212,382 (112,479 M / 99,903 F), which is slightly less than in 2017.

Primary education continued to be the biggest form of education supported by FCA particularly through Education in Emergencies in involuntary displacement settings. The total number of learners at primary level was 158,139 (86,226 M, 71,913 F) and at secondary level 28,598 learners (13,756 M, 14,842 F). FCA supported also a small number of ECDE learners (6,340) in Nepal, Myanmar and Kenya. The total number of TVET students supported by FCA was 4,020 (2,071 M, 1,949 F), showing a considerable increase from 2017. The drop-out rates in TVET were very low due to intensified support during studies and the successful linking of vocational education and employment (LL2E). The main LL2E mechanisms used were Career Guidance and Counsel-

ling, Entrepreneurship training, Start-up grants and kits, on the job -placements, and internships. The number of teachers educated continued to increase and was 6,643 (4,205 M, 2,438 F). 85.77% of the teachers who were followed-up reported a positive change in their confidence, knowledge and skills after having participated in FCA's teacher education activities. The integration of psycho-social support into EiE also contributed to improved wellbeing. In 2018, a total of 822 teachers, PTA members, social workers or education staff received training in psychosocial support.

In 2018, FCA provided emergency relief in Indonesia after the earthquake and tsunami hit the country in September. Additionally, FCA supported people in the disaster affected areas in the Northern Philippines after the typhoon hit the area in the autumn. In Bangladesh, ACT members supported Rohingya Muslim refugees from Myanmar by distributing shelter materials, tools, seeds and life-stock and establishing community kitchens and home gardens to improve food security in the refugee camps in the Cox's Bazar region. All in all, 198,520 people benefitted from emergency support in Indonesia, the Philippines and Bangladesh, provided in cooperation with other ACT members. FCA Humanitarian livelihoods interventions responded to needs starting from life-saving provision of basic essentials to actions that supported the transition to early recovery and development. One of the main tools used was cash-based programming, mostly Cash for Work, benefitting over 18,783 vulnerable households. In addition to cash, FCA supported food security through direct provision of seeds, tools and access to land e.g. in South Sudan and CAR. With the adoption of cash and market-based approaches, the role of material aid is rapidly diminishing.



## Main Objective 3

**People and Civil Society:** People fulfill their legitimate and active role for positive change

Under Main Objective 3, FCA continued to support people as members of civil society to claim and fulfill their legitimate and active role in societal development. Recognizing the crucial role of vibrant and representative civil society, FCA engaged diverse civil society group and actors to lead efforts toward positive change. In 2018, FCA extended support and promoted the participation of community and civil society actors in development, peacebuilding and governance, provided targeted capacity-development and networking support and facilitated spaces for dialogue and action.

FCA supports civil society and community-based actors to address issues affecting their communities in a non-violent way. In 2018, FCA engaged with diverse community-based and grassroots actors and organizations to ensure they can contribute to and lead societal change. These issues varied from socio-economic issues, land rights, and civic participation in governance to addressing human right's violations such as gender-based violence. To ensure active civil society and community roles in societal development, FCA sought to increase right holder's awareness on rights and responsibilities and provided tools, capacities and resources for them to claim these rights. In total 226 community-based and civil society organisations were supported to participate in development processes. Linking to efforts under MO2, FCA also supported the creation of an enabling environment for dialogue and collaboration between right holders and duty bearers.

At the same time, FCA recognizes that there are groups who are often left behind and excluded from decision-



226

community-based and civil society organisations supported to participate in development processes, including women led cooperatives that successfully accessed government resources for local development needs.



79

civil society networks and partnerships supported by FCA in 12 countries.

making. Therefore, in addition to mainstreaming gender equality and women's empowerment across our programming, FCA paid specific focus to promoting the meaningful participation and leadership of women and youth. For example, in Nepal, FCA supported the formation of 16 local women's groups, each consisting of 20-25 women. These women groups are the key local actors to discuss, identify and solve the socio-economic problems of women. The groups have also promoted savings and entrepreneurship of women in their respective communities and have undertaken several advocacy initiatives to ensure women's rights and participation in local decision-making processes. In Kenya and South Sudan, FCA supported the creation of women peace committees in pastoralist communities to address intra- and inter-community conflicts through the promotion of women's leadership.

Furthermore, in a number of FCA programme countries we supported young people's civic activism and leadership at the community and national levels. In addition to supporting the formation of youth peace committees or youth volunteer networks, FCA sought to ensure young people can take part in and influence decision-making. For example, in Uganda, FCA supported young people to convey their concerns and recommendations to duty-bearers to prevent violent extremism and promote peaceful co-existence. In Cambodia, FCA provided targeted leadership and capacity development for 105 young people to support their meaningful participation in community development. In addition, they benefited from small grants to conduct youth-led activities in the community, targeting other youth, local authorities as well as other relevant stakeholders.

To support community involvement in education, FCA has supported the establishment of Community Education Committees as well as Parent-Teacher associations. These structures facilitating parental participation in schools correlates with increased commitment by community members to the education of their children. In the long run, these local structures are also expected to contribute to the sustainability of the activities, even in the challenging situations of CAR, Syria and South-Sudan. In many FCA's target areas, 100% of schools now have active committees or associations. In 2018, FCA supported schools in seven countries had over 450 functioning parent-teacher associations. In Uganda, following a



community sensitization meeting, community members including parents and local leaders formed a committee to lobby toward the local government to improve the local school facilities. Following the community's advocacy and lobbying, the local government constructed the additional requested classrooms.

In 2018, all FCA country programmes strengthened civil society through empowerment, capacity building, trainings and networking support. In 2018, FCA supported 79 civil society networks and partnerships in 12 countries. For example, in Nepal, FCA supported the formation of alliances between human rights advocates to combat caste-base discrimination.

FCA continued to collaborate with community-based cooperative and financial institutions both by building their operational and financial self-sufficiency and by supporting their agendas towards duty bearers particularly in Nepal and Cambodia. As a substantial number of these are women-managed, promotion of gender equality in economic development both in communities and on the national level remained at the forefront, supporting their primary role as engines of local economy. The cooperatives increasingly accessed government resources for local development needs

ranging from agricultural extension services to specific funds directed to women's or youth empowerment. In Nepal, following the adoption of a state federal structure and the ensuing local elections in 2017, women's political participation and lobbying skills also received attention.

Finally, FCA worked with disaster prone communities to save lives, alleviate human suffering and bounce back during and after disasters. FCA provided in total 113 trainings on preparedness and disaster risk reduction at schools and communities in Nepal, Somalia, Uganda, Cambodia, Philippines, Bangladesh, Myanmar and South Sudan. In Bangladesh, FCA's disaster risk reduction and site improvement activities benefited in total 67,000 people affected by the Rohingya displacement crisis in areas vulnerable to natural hazards and disasters. In Cambodia, FCA organized a training of trainers (ToT) training for young people on disaster risk reduction and climate change adaptation. The trained youth organised awareness raising sessions targeting communities and schools. In addition, communities received capacity building in skills and techniques in agriculture with which to increase areas of land managed by climate resilience practices.







## PARTNERSHIPS AND INTERNATIONAL COLLABORATION

The principles of FCA partnerships are the complementarity of roles and capacities, common goals, mutual respect of values, as well as transparency, accountability and learning from each other.

In 2018, FCA continued to establish and develop partnerships that promote and add value to our work at the local, national and international levels, and took part in various coordination foras and networks at global level, in our countries of operation and in Finland.

FCA invested into its on-going working relationships and partnerships with a number UN Agencies, UN bodies and other international actors both at global and national levels. Furthermore, FCA's country level presence enables close coordination and collaboration with local CSO partners, national and local government authorities, UN organisations and different platforms. Among many others, FCA also worked in close cooperation and coordination with the national and local governments eg. in Eritrea and Cambodia.

FCA remained committed to continued close cooperation with its Global Ecumenical partners. In 2018, FCA clarified its own faith-based identity and established a theological foundation for its work. As a faith-based organization, FCA recognizes the role religion can play in development, especially in advancing the Agenda 2030 and its Sustainable Development Goals.

In Finland, our partnership with MFA is of significant strategic value. In addition, FCA participates in various networks and collaborates with ministries, different institutions, the Evangelical Lutheran Church of Finland and its congregations, other religious communities, different civil society actors, academia and the private sector.



---

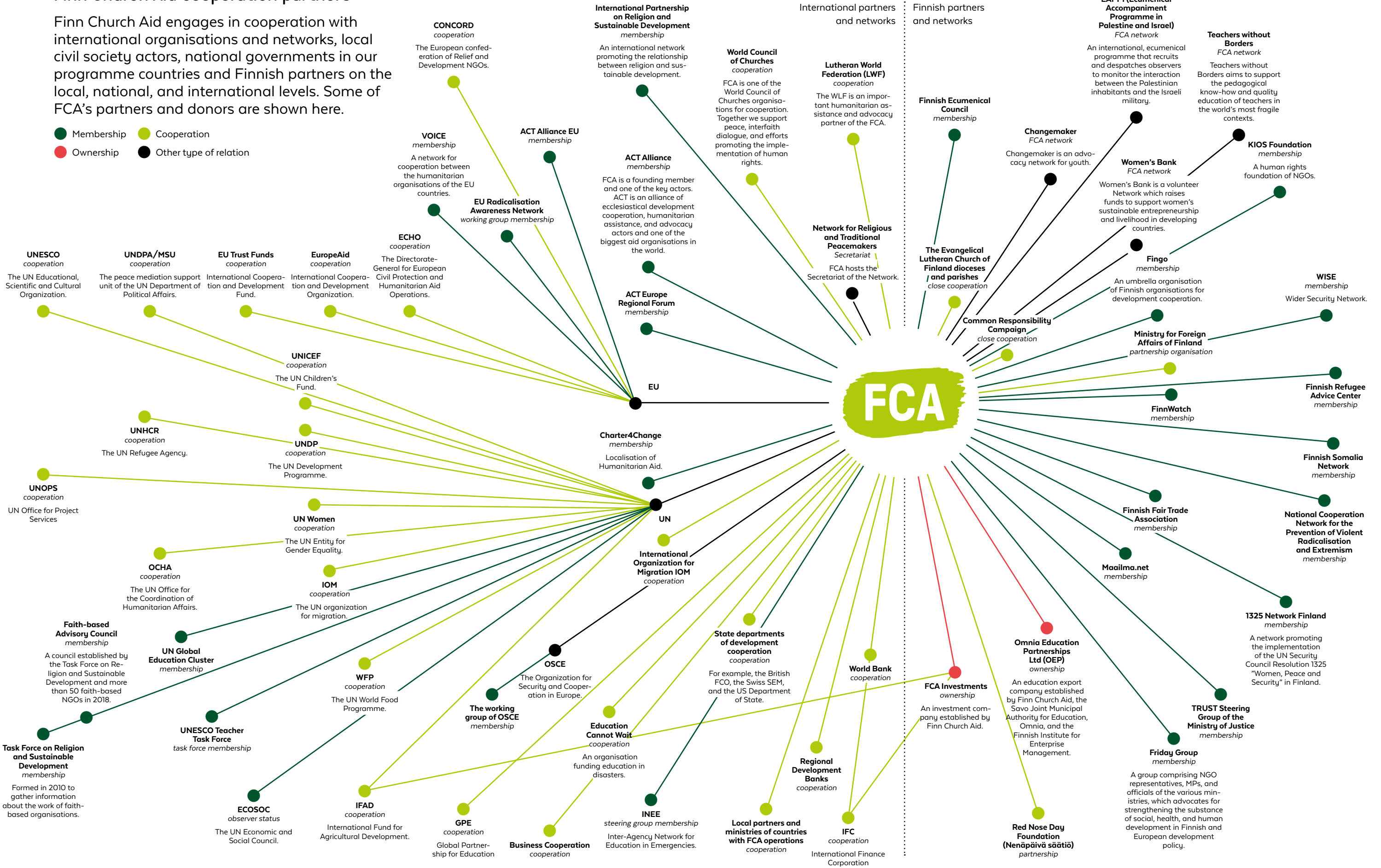
**FCA'S COUNTRY LEVEL PRESENCE ENABLES  
CLOSE COORDINATION AND COLLABORATION  
AT NATIONAL LEVEL.**



# Finn Church Aid cooperation partners

Finn Church Aid engages in cooperation with international organisations and networks, local civil society actors, national governments in our programme countries and Finnish partners on the local, national, and international levels. Some of FCA's partners and donors are shown here.

- Membership
- Cooperation
- Ownership
- Other type of relation







## PART 2 ANNUAL PROGRAMME REPORTS

## ORGANISATION

FCA's regional office in the Middle East and the Country Offices have the main responsibility for programme implementation. The main Head Office responsibilities include overall strategic leadership, outlining general frameworks and support and coordination functions.

The Secretariat of the Network for Religious and Traditional Peacemakers remains under the administrative affiliation of FCA, but has its own identity. The Network is part of FCA's international programmes (IPRO).

FCA also has a registered Office in the United States of America (FCAA), with its place of business in Washington DC.

All operations in Greece ended in July 2018 and FCA finalised the exiting process. In Liberia, all partner projects ended in 2017 but FCA continues its cooperation with one local partner, SHED. In 2018, FCA's cooperation with SHED mainly focused on the implementation and monitoring of an EIDHR funded project.

FCA has worked in Bangladesh since April 2018 in cooperation with its sister organization Dan Church Aid (DCA). FCA does not have a registered country office in the country, but we have seconded education staff and provided funding to the joint FCA-DCA humanitarian programme in the Cox's Bazar region.

In the Middle East, FCA works in Jordan, IOPT and Syria. The regional office is located in Amman and it provides programme management and support services to all three country programmes. Furthermore, a small country office is based in East Jerusalem with focus on supporting FCA's engagements in the IOPT education sector.

In 2018, FCA worked through the below regional and country offices:

- Middle East Regional Office in Amman, Jordan MERO (covering Jordan, IOPT, Syria)
- Cambodia Country Office (CAMCO)
- Central African Republic Country Office (CARCO)
- Eritrea (ECO)
- Greece
- Kenya Country Office (KECO)
- Myanmar Country Office (MYACO)
- Nepal Country Office (NEPCO)
- Somalia Country Office (SOCO)
- South Sudan Country Office (SSUCO)
- Uganda Country Office (UGACO)

---

FCA'S COUNTRY PROGRAMMES AIM TO USE EFFECTIVELY OUR EXPERTISE, SKILLS AND ADDED VALUE. WE FOCUS ON CONSOLIDATING OPERATIONS AND ENSURING HIGH-QUALITY IMPLEMENTATION OF OUR PROGRAMMES.



# COUNTRY PROGRAMME REPORTS BY REGION

In 2018, FCA supported operations in humanitarian and more stable contexts in 16 countries. We worked in close partnership with local and international partners and stakeholders addressing immediate needs and building a basis for long-term sustainable development.

The country specific annual summaries include examples of Country Programme (CP) results in 2018 and the direct beneficiary numbers. In some CPs, partner implemented projects receive funding also from other donors besides FCA and FCA’s back donors<sup>2</sup>. Here the data aggregated at Country Programme level includes not only FCA’s and its back donors’ financial contribution, but also other donors’ contributions.

The country specific financial tables include the main projects implemented as part of the respective country programme in 2018 and may exclude some smaller projects or carry-overs from 2017.

## EUROPE

Greece

## ASIA

Bangladesh, Cambodia, Myanmar, Nepal

## MIDDLE EAST

Israel and the Occupied Palestinian Territories (IOPT), Jordan, Syria

## AFRICA

Central African Republic, Eritrea, Kenya, Somalia, South-Sudan, Uganda



<sup>2</sup> FCA’s primary funding source can be seen in the project listings under each Country Programme.

# EUROPE

## GREECE

### Overview of Greece country programme in 2018

Following the decreasing number of new arrivals and 60,000 refugees residing in Greece in 2018, the refugee response shifted towards serving the needs of a more stable refugee population and supporting their integration into the host society. FCA enhanced the positive integration of refugees through a holistic education and livelihoods programme. The focus was on the provision of professional and vocational skills for the refugee and host community youth to build and support their economic self-reliance.

FCA conceptualized two new initiatives, Code+Create through which the targeted youth learned valuable ICT skills, and Project Yoga that concentrated on psychosocial wellbeing. The new innovative approaches aimed at effectively reaching the most vulnerable groups in an urban context, responding to the needs arising from this new environment and contributing to the positive integration of the refugees.

FCA exited from Greece in July 2018.



### Progress made in the country programme's sub-objectives

#### Key results in 2018

Main Objective 2 People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.	
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning	<p>201 youth (70% M, 30% F,) participated in ICT training (30% Greek, 70% refugees).</p> <p>Over 30 students participated in the introduction to computers classes.</p> <p>Over 300 persons (30% M, 70% F) participated in open yoga classes.</p> <p>12 beneficiaries completed a yoga instructor training, enabling them to seek work as yoga instructors.</p>



Analysis of the key results and achievements

Greece CP supported the right to improved and inclusive governance and services (MO2) and in particular promoted equal access to education. Code + Create course provided 201 refugee and Greek youth with new ICT skills and improved their employment opportunities. In addition, basic computer trainings were provided to vulnerable youth and they were able to practice ICT skills during open hours. The participants learned also how to write their CVs, which is a vital skill in the job market. 94.1% of the participants found the course either good or excellent, and 88.2% stated that the course was useful and that they were confident about using their new skills.

The project also supported positive interaction between the refugees (70% of the participants) and the host population (30%), through various social activities. As a result, the participants felt more positive about collaborating with others. The students were motivated to attend the trainings because of an appreciative and respectful environment. Overall, the project offered a safe and welcoming space for different groups to meet and work together.

As a result of their participation in the shared activities, the refugees and host community members got to know each other better, which contributed to the successful integration of the refugees. Yoga classes and yoga instructor training were given both to refugees and host community members, which improved their physical and psychosocial wellbeing as well as social cohesion. The yoga classes reached over 300



participants from 50 different nationalities. The classes and interaction between the participants were perceived positively, and especially women (70% of the participants) felt empowered by their participation in the yoga classes.

Evaluations and Studies

FCA exited from Greece in July 2018. FCA conducted a final evaluation of the operation in Greece, including documenting the best practices and lessons learnt.

Partnerships and Capacity Building

FCA implemented projects with partners Elix, Apostoli and GFOSS (Open Technologies Alliance). ICT skills trainings were conducted in media labs/social spaces in the same

building with ELIX’s learning center, which is well known in the refugee community. The yoga class participants benefitted from ELIX’s kindergarten services during the yoga classes.

Challenges and lessons learnt

One of the key challenges in the training courses was the varying entry level of students. Some of the Code + Create students had good ICT skills while others did not yet have the basic knowledge. As a solution, the volunteers started providing basic computer training. The language barrier was also a challenge to some students.

Due to political tensions in Greece, there were a number of protests and strikes in Athens, which affected people’s ability to attend the training courses.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11872	Psycho-social support through yoga and vocational skills training for refugees in Greece	Elix	FCA	94,000	93,701
11863	ICT digital & tech skills training for refugee and Greek youth	GFOSS (Open Technologies Alliance)	FCA, Christian Aid, International Orthodox Christian Charities (IOCC), Filantropia	208,000	208,130
11877	Supporting refugee children’s and youth’s resilience through the provision of non-formal education and psychosocial support	Apostoli	Church of Sweden	10,000	8,295
11660	European refugee crisis (office support)	FCA	FCA	50,000	-1,735
Total (€)				362,00	308,390

ASIA

BANGLADESH



Overview of the operation in 2018

General context in 2018

Since August 2017, over 700,000 Rohingya refugees have fled violence and persecution in Myanmar. Together with the earlier arrivals and existing Rohingya population of about 200,000, the total number of Rohingya refugees sheltering in Cox’s Bazar (CXB) Bangladesh was almost 900,000 persons in late 2018.

Rohingya women make up more than half of the refugee population and they continue to face daily risks and hardship within the settlements they now live in. Various reports show significant concerns for ongoing gender-based violence (GBV) in the camps. Protection risks are further compounded by the lack of appropriate shelters and education possibilities, overcrowding in small spaces, lack of female-only latrines and bathing spaces. Children’s and adolescents’ well-being and mental and physical development is affected by the incidents that led to their flight. Quality protection interventions,

up-scaled outreach and referrals are needed to ensure that protection responses reach those most in need. Furthermore, Cox Bazaar is an economically disadvantaged district and the influx of refugees has exacerbated existing vulnerabilities and put enormous pressure on already scarce resources. Tensions between the host community and Rohingya need to be addressed as both communities need assistance.

Bangladesh focus areas and objectives

FCA implemented humanitarian work in co-operation with ACT Alliance members and together with Dan Church Aid (DCA), funded by MFA and private funding. To reach the most vulnerable people and to ensure their protection, wellbeing and dignity a multi-sectoral approach was applied. Food security and livelihood activities included distribution of food and CFW activities. WASH activities included the provision of latrines and water points for safe drinking water, hygiene promotion and provision of hygiene kits. Shelter materials were also provided.



To ensure that the site infrastructures are better able to withstand the risks related to monsoon and cyclone seasons pathways, footsteps and stairs were strengthened, and water canals and sewage systems were built. Community was provided with awareness raising of hazards and risks and Disaster Management Committees were formed and trained in contingency planning and Early Warning Systems.

FCA and DCA have engaged in serving the most vulnerable women and girls in the settlements in Cox’s Bazar through a holistic approach. FCA and DCA have developed a unique response interlinking Protection and GBV with Education in Emergencies with elements of disaster risk reduction (DRR) activities to further strengthen the protection of the most vulnerable.

In the Women and Girls Safe Spaces (WGSS) run by DCA and FCA, adolescent girls and young women can access a variety of services such as literacy and numeracy sessions, life skills sessions, skills training, psycho-social support sessions and individual case management.

To ensure the safety of the women and girls who access the safe spaces, DCA is also constructing proper pathways, installing solar streetlights and identifying risk areas for DRR work through participatory risk mapping exercises.

Given the cultural practices, safety concerns as well as space limitations, DCA and FCA have established alternative ways to reach the most vulnerable women and girls who cannot access services outside their immediate neighbourhood. Through an outreach approach, the teams find women and girls in their homes and offer services there. The education team recently started home-based learning with



adolescent girls who would not otherwise access any services. It also provided the team with an opportunity to work in smaller groups in discrete settings to enhance learning. Education and protection services remain greatly underserved in general. Specifically, EiE for adolescent and youth in the two camps is not offered by any other organisation. Pilots were started with ECD and parenting classes as the need for the inclusion of these topics was raised during community discussions.

Humanitarian advocacy is an integral part of the implemented projects at all levels. National level advocacy took place through the INGO forum, INGO emergency sub-committee and UN Clusters where issues were raised

and lessons learned fed into a wider humanitarian response plan. ACT Bangladesh Forum held duty-bearers accountable to ensure that the needs of the refugee people and vulnerable host communities were addressed. At the global level, ACT Alliance global advocacy platforms and communication channels were used. At the local level, CA participated in the ISCG advocacy sub-working group and shared advocacy updates with the ACT agencies.

DCA and FCA are exploring further funding opportunities (such as UNICEF) to strengthen their partnership in the Rohingya response and are already widely recognised for their holistic approach in reaching adolescent girls and young women in the Rohingya refugee camps.



Partner and project list

Project nr	Project name	Partner	Primary Funding Source	Budget (€)
11926	ACT Appeal BGD172 Emergency Assistance to the Rohingya Community in Cox's Bazar, Bangladesh	DCA, CA, FCA	FCA	10,000
11949	Protection and Education for Adolescent Rohingya Girls and Young Women in Cox's Bazar, Bangladesh	DCA, FCA	MFA HA	400,000
Total (€)				500,000

CAMBODIA

Overview of Cambodia country programme

In 2018, the Cambodia country programme (CP) was implemented in Phnom Penh, Battambang, Kampong Chhnang, Kampong Speu, Pursat, Takeo and Siem Reap provinces. Additionally nine General and Technical High Schools (GTHS) were included into the Career Guidance and Counselling (CGC) project in Kandal, Banteay Meanchey, Svay Rieng, Kampot and Kampong Thom provinces.

Cambodia Country Office (CAMCO) implemented eight projects: four in livelihoods, two in education, one peace project and one DRR and resilience project through EUAV with a strong focus on women, youth and children. The CP worked in close co-operation with its local partners LWD,



10,184

vulnerable people gained access to improved quality teaching and learning.



21

training sessions were organized on climate change adaptive agricultural techniques, benefitting 365 famers.



25,662

direct beneficiaries reached by the Cambodia Programme in 2018.

CWCC, PKO and ICCO and the Cambodian government, notably the Ministry of Education, Youth and Sport (MoEYS). CAMCO successfully hosted nine volunteers (one EUAV, one Women's Bank skills donor and five Teachers without Borders volunteers), whose

contribution to the CP and its related objectives was important.

Cambodia held legislative elections on 29 July 2018. The external environment slowed down operations, as working with government came with delays and changes that needed to be adjusted to.

Progress made in the country programme's sub-objectives

Key results in 2018

Main Objective 1 People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	Two LL2E mechanisms were used through Career Guidance and Counselling (CGC) and Career fair.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	187 new self-employed 183 farm-based (M12, F17I) and 4 non-farm based enterprises (F4) were created. 60% of the supported business enterprises (55) improved their performance.
Main Objective 2 People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	Five advocacy initiatives took place. Capacity of 193 stakeholders (131M, 62F) was built through trainings, workshops, study visits, mentoring and coaching. Awareness raising and campaigns (on education; rights of children, youth and women; parents' evenings; career fairs etc.) were done through 49 events, and reached 2,800 people (1,040M, 1,760F).
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning	10,184 vulnerable people (4,679M, 5,505F) gained access to improved quality teaching and learning. 22 Pre Service Training (PRESET) and In Service Training (INSET) courses were organized, reaching 256 teachers (113M, 143F).
SO 2.3 Disaster affected people have access to essential life-saving assistance	300 liters of gasoline were provided for pumping water during the drought, saving 61 hectares of paddy (44% of 138 ha).
Main Objective 3 People and Civil Society: People fulfil their legitimate and active role for positive change	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	46 CBOs were supported (17 WACs, 25 Saving groups, 1 Youth Club, 3 saving federations). 18 CBOs (39%) contributed and provided feedback to the government through workshops and meetings. All 4 targeted schools have functioning School Supporting Committees (SCCs), consisting of parents/guardians, local authorities and school representatives.
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	25 members (16F) of Changemaker network were supported to participate in the planning and implementation of their activities. 17 WAC representatives attended a consultation workshop and raised their shared concerns.
SO3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters	ToT training on DRR/CCA concept was conducted with 21 participants (16 youth and 5 students). 21 trained youth organised 21 awareness raising sessions on DRR and CCA concepts and mitigation for 637 community members. 196 school children benefitted from awareness raising focusing on CCA risks and mitigation measures. 21 training sessions were organized on climate change adaptive agricultural techniques, benefitting 365 famers (288 F). 5 safe school plans were developed.



Analysis of the key results and achievements

To support the achievement of the right to inclusive and sustainable economic growth (MO 1), Cambodia CP continued to promote women and youth’s economic self-reliance. Overall, women led 93% of the 76 existing groups (17 WACs, 25 savings groups, 13 micro-business groups and 21 producer groups). Out of the 55 supported business enterprises, 60% improved their performance in terms of profitability, increased membership, capital and investment. The supported savings groups and micro-businesses increased their income by 6% compared to 2017, and the value of the WACs’ shares increased by 20% compared to 2017.

Under objective MO2 the right to improved and inclusive governance and service, CAMCO’s collaboration at national level with Vocational Orientation Department (VOD) from the Ministry of Education, Youth and Sport (MoEYS) on Career Guidance and Counselling (CGC) enhanced the quality of the services provided and led to the expansion of the services within Battambang province and elsewhere. The CGC services were expanded to nine General and Technical High Schools (GTHS) in five provinces beyond Battambang and four of the schools already incorporated CGC into their curriculum starting

from November 2018. Altogether 256 teachers, teacher trainers and career counsellors participated in the trainings and 81.25% of them reported a positive change in their skills and confidence.

FCA also successfully advocated for the establishment of the Steering Committee for CGC implementation by the MoEYS. FCA was included as a member besides the senior officials of the Ministry. Cambodia CP continued to increase the capacities of the duty bearers on accountability, CGC, conflict resolution and support to the agricultural cooperatives. This contributed to creating a more positive and enabling environment for service provision in the education and livelihood sectors.

The career fair in Battambang attracted about 4,005 participants, including job seekers and students at secondary school and university levels. The students were exposed to 55 social enterprises, private companies and education institutes and attended workshop sessions that helped them to identify their strengths and the available education and career opportunities. 97% of the students consulted considered the fair as very important for their future.

The support provided to at least 46 CBOs contributed to people fulfilling their legitimate and active role for positive change in societies (MO3). 39% of the supported CBOs increased their role in development processes and provided

feedback to the government through workshops and governmental meetings at all levels.

The youth were also encouraged to play an active and leading role in societal development. Changemaker network members were supported to implement their own activities through small grants and building their skills in leadership and volunteerism. As a result of the discussions between 63 youths and 7 local authorities, the challenges highlighted by the youth were addressed and the local authorities committed themselves to taking the youth better into account. The youth are now better accepted as relevant development actors and their meaningful participation has been strengthened.

Furthermore, 15 Women’s Agricultural Cooperatives (WAC) members (7F, 8M) participated in the regional vegetable forum in Cambodia, which allowed them to share views and information with other NGOs, experts and Ministry of Agriculture, Forestry and Fisheries. The community voice contributed to strengthen the vegetable production sector. Savings groups and micro-scale business groups contributed to grassroots community development through expanding their services and sharing knowledge with the other community members.

Cambodia CP also incorporated climate change adaptation in livelihood and education projects to promote the targeted communities’ resilience to the effects of the climate change. Climate Change Adaptive Agriculture (CCAA) - project provides both long-term and short-term support in the drought prone area in Pursat province. In 2018, four community ponds were established, 135 water tanks provided clean water to the vulnerable groups and 91 solar panels were provided to poor households, thus addressing the acute water shortage at the community level and promoting clean energy. In addition, with the support of the EUAV programme, localized Green Office guidelines and a paper on resilience and livelihoods were developed and presented to almost 100 local stakeholders.

Evaluations and Studies

One baseline survey, one market assessment, thematic assessment for R2L and two project evaluations were conducted in Cambodia.

Changemaker Cambodia Network project evaluation (2015-2017) noted that the project was highly relevant, performing effectively and improving consistently over time. FCA has done a remarkable job in empowering and nurturing the independent nature of the network as a youth-led initiative. However, high turnover of individuals, structural issues and the lack of planning negatively affected the management, efficiency, potential impact and sustainability of the project. The evaluation concluded that the CM Network should remain largely autonomous but at the same time, FCA should proactively provide the Network with structural, leadership and implementation support to enhance impact and promote sustainability.

The Cooperation for Women’s Economic Development (CWED I) project (2015-2017) evaluation report provided useful data and statistics for the follow-up project phase but was less helpful in terms of practical recommendations, despite an active dialogue between FCA, the evaluators and the local partner.

Partnerships and Capacity Building

CAMCO provided capacity building on various topics to both FCA staff and partners. CAMCO also hosted a learning visit for MYACO education staff to

learn about the CGC project as MYACO is also working on CGC.

Two entrepreneurship training courses were conducted for 20 participants from LWD, ICCO, CWCC, MAFF, PDAFF and ACT Alliance. Following the training, the partners developed an action plan to support the business groups.

Together with FCA, Women’s Bank skills donation programme expert and the partner representatives conducted a market study focusing on vegetables and chicken. The joint assessment exercise was also an excellent learning opportunity for the project team and government officials.

The education partners, including PKO and ministry officials, participated in trainings on Core Humanitarian Standard (CHS) and Complaint Response Mechanism (CRM).The mentoring and coaching of PKO staff has increased their capacity to support the teachers in their target schools to improve the quality of teaching and teachers’ professional competence. MoEYS officials participated in a refresher training on CGC for the existing career counsellors, study visits, career fairs, technical meetings and benefited from mentoring and coaching.

Challenges and lessons learnt

Due to the parliamentary elections in July 2018, project implementation

showed down between June and September but otherwise work progressed almost as planned.

Additional efforts were invested in a continued good relationship between FCA and the Changemaker Cambodia Network (CCN). In order to address some of the concerns, it was decided that a MoU will be developed in 2019 outlining the Principles of Collaboration and clarifying the roles and responsibilities of each party.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11435	Land and Livelihood Advocacy Project (LLAP)	LWD	MFA, Private	42,000	41,680
11552	Cooperation for Women’s Economic Development (CWED)	LWD	WB, Corporate, MFA	32,500	25,983
11713	Changemaker Cambodia	FCA	MFA, Private	52,500	42,271
11753	Cambodia office PMER support for the MFA frame funded programme	FCA	MFA, Private	391,500	351,403
11771	Promoting Women’s Entrepreneurship (PWE)	CWCC	WB, Private, MFA	100,000	99,946
11873	Climate Change Adaptive Agriculture (CCAA)	LWD	Private, MFA	75,000	63,624
11874	Cooperation for Women’s Economic Development (CWED) - phase 2	LWD, ICCO, FCA	WB, MFA	258,000	183,184
11875	Enhancing career guidance and counselling at secondary school level (CGC)	FCA	MFA, Private	130,500	127,313
11876	Dream school project - phase 2	PKO, FCA	Private, MFA, Parishes	70,000	67,599
11892	FCA other projects PMER support	FCA	Private, Parishes	14,500	4,744
11985	ACT Agricultural Market Coordination	FCA and ACT members	ACT members, Private	11,800	9,755
Total (€)				1,178,300	1,017,501





## MYANMAR

### Overview of the Myanmar country programme

In 2018, the Myanmar country programme (CP) was implemented in Ayerwaddy Region, Kayin, Rakhine, Yangon Region, Mandalay Region, Bago Region, and Southern and Northern Shan. FCA worked in close cooperation with its local and international partners Metta, RMO, KLF, STH, CERA, LWF and ICCO.

MYACO implemented 12 projects with a strong focus on women and children (55% of the right holders were women and 12% children). MYACO focused on three areas in development projects: youth and women empowerment, disaster-risk reduction and “Linking Learning to Earning”. In the humanitarian context, the focus was on Education in Emergencies (EiE) and food security.



15

women's groups implementing IGAs were able to provide financial contributions to Village Development Committees to implement village development activities.



125

individual women were provided with livelihood inputs to generate income.



2,075

internally displaced children and out-of-school adolescents were provided with educational assistance.

20,234

direct beneficiaries reached by the Myanmar Programme in 2018.

11,204 9,030



### Progress made in the country programme's sub-objectives

#### Key results in 2018

##### Main Objective 1

**People and Private Sector:** People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.

SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion

41 youth (21 M, 20 F) were trained in vocational education.

SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth

5 women groups were formed and started small businesses.

70 new jobs were created and 221 jobs supported.

125 individual women were provided with livelihood inputs to generate income

##### Main Objective 2

**People and Governance:** People can claim and enjoy their right to improved and inclusive governance and services.

SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory

2,215 rights holders (474 M, 1,741 F) were reached through capacity building and awareness raisings.

SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning

2,075 (929 M, 1,146 F) internally displaced children and out-of-school adolescents were provided with educational assistance.

SO 2.3 Disaster affected people have access to essential life-saving assistance

14,079 IDPs (7,071 F) participated in a CFW activities and village development activities.

##### Main Objective 3

**People and Civil Society:** People fulfil their legitimate and active role for positive change

SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion

Ayar Pyo May Women Network was supported to register as a CSO at township level, and they obtained a grant from a donor LIFT.

15 Women's groups implementing IGAs were able to provide financial contributions to Village Development Committees to implement village development activities.

SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.

FCA provided technical assistance to 5 CSOs in the form of trainings and mentoring.

SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters

12 DRR trainings were conducted and 12 disaster management plans were developed in communities and schools.

103 community-based disaster-risk management committees (CBDRM) were formed and 93 Disaster-Preparedness Plan were developed.

1,829 people (825 F) were provided with food and non-food items during flooding.



Analysis of the key results and achievements

To promote the right to inclusive and sustainable economic growth (MO1), following the establishment of women’s groups in Ann townships, the members participated in trainings on bookkeeping, business start-ups, cashew plantation and entrepreneurship. They also benefited from awareness raising on gender equality and leadership. The women groups were also provided with grants to create collective income. Some of the funds from the women groups went to village development committees for the implementation of village development plans, such as road constructions and pond renovation, which in turn increased women’s participation in village development activities.

One of the major programmatic developments was the geographic expansion of women’s economic empowerment projects in Central Rakhine with partnership and funding from UN Women. MYACO established a consortium with ICCO, LWF and Community Empowerment and Resilience Association (CERA) to implement ‘Inclusive Development and Empowerment of Women in Rakhine State’ project. The project provided traditional weaving and handicraft training to 300 women from the host communities and IDP camps. The targeted women were trained on Business Start-up skills (Myanmar Artisan Toolkit), and will be provided with financial grants and equipment after the skills trainings to start their microbusinesses.

MYACO also adopted a new approach to improve the livelihood situation of the conflict affected people in humanitarian contexts. Two new project ideas were developed in late 2018 with project implementation starting in 2019: one is a cash-based project in Northern Shan State and Kachin State, the other is a waste management and income generation project in Sittwe, Rakhine.

Under MO2 the right to improved and inclusive governance and services, MYACO’s education programme focused on providing educational assistance in an emergency setting and launched a Career Guidance Counseling (CGC) project.

Educational support included night study guides and ECCD teachers working with IDP children, student kits for IDP children, and non-formal education and vocational education for out-of-school adolescents. The parents greatly appreciated the education services provided to their children. MYACO also initiated a new approach in EiE with its partner Metta with emphasis on increased community resilience and self-reliance.

MYACO’s education team also visited FCA’s Cambodia country office (CAMCO) to learn about CGC project implementation. A TwB specialist volunteered at MYACO for 6 months to design the CGC project.

MYACO developed and implemented a skills training project entitled “Linking Learning to Earning for Out-of-School adolescents in Taunggyi”. The project creates an enabling learning environment and learning opportunities for adolescents and youth who have dropped out from formal school system.

In late 2018, Inter-faith Curriculum (IC) project started and four inter-faith dialogue workshops were organised in Mandalay, Bogo, Kayin, and Yangon. Altogether, 66 Religious leaders from different faiths participated in the workshops. The workshops were a means not only to increase inter-faith awareness among the participants but also to contribute to the production of an inter-faith curriculum in 2019.

MYACO also continued its collaboration with other ACT alliance members in Universal Periodic Review (UPR) project that promotes government commitment to the accepted UPR recommendations. One of the key issues identified was land rights. The advocacy project worked at the local, union and global levels.

Myanmar CP also supported people to fulfil their legitimate and active role for positive change in societies (MO3). Most of the capacity-building and awareness-raising activities across the CP portfolio focused on the development of women groups and empowering women and youth. The number of female participants was five times greater in awareness-raising trainings and two times greater in capacity-building trainings compared with the number of men.

The Rights-Based Empowerment Project (RBEP) supported the formation of 103 Community-Based Disaster-Risk Management sub-committees in Chin, Rakhine and Kayin states and Ayerwaddy region. Environmental conservation and climate change adaption activities also included tree planting in collaboration with Forestry Department. The project was successful in enhancing the community members’ awareness of environmental conservation and supported the development of disaster-risk reduction plans.

Evaluations and Studies

A total of four assessments, studies and a project evaluation, were conducted in Myanmar. The Rights-Based Empowerment Project- RBEP (2013-2017) evaluation report concluded that the RBEP intervention model is a good one, and has proven successful in the Delta. However, the graduation/exit strategy could be more rigorous. The strategy of linking savings through women’s groups and providing technical training and advice on small-scale business enterprises was shown to be effective. The evaluation included useful recommendations that can be used in MYACO’s existing and future projects, e.g. mainstreaming of RBA in the camp context.

In collaboration with Bread for the World, MYACO also conducted a research study entitled Living Faith in Myanmar: Kachin and Kayin Experiences. The research highlighted that despite the efforts by local, union and international communities to address the issues of inter-faith tensions and to tackle the root causes of tensions among different faiths, hate speech and religious tensions remain relatively high in Myanmar. The study recommended improved coordination within the existing projects and organisations working on inter-faith and intra-faith to avoid duplication of efforts and to enhance impact. The activities should focus to the community level. ‘Inter-faith Curriculum’ project was then designed taking into account the given recommendations. MYACO also organized an inter-faith/ intra-faith workshop with the other CSOs working in inter-faith field, to share more widely the findings of the research study.

Partnerships and Capacity Building

MYACO enlarged its partnerships and selected two new partners: local organization CERA in Rakhine and ACT member organization ICCO. CERA was selected based on their experience in Rakhine, while cooperation with ICCO brings added value on market development and value chains as part of the UN Women funded consortium project.

MYACO also developed its Partner Capacity-Building Strategic Plan and organised a launch workshop with FCA’s partner staff.

MYACO programme and operational staff collaborated closely to ensure that capacity building and mentoring are part of FCA’s daily work with its partners. Examples included partner workshops, exchange of and support with materials, harmonization of pro-

cedures, joint assessments and learning exchanges. Furthermore, FCA and its partners set up project data collection databases and organised joint advocacy and coordination meetings. The capacity building activities and initiatives all contributed to building the management capacity of partner staff, and improved the effectiveness and quality of programming as well as accountability.

Challenges and lessons learnt

The uncertainty of the MoU process in Myanmar limits MYACO’s possibilities to operate in the country. MYACO was not successful in obtaining the MoU in 2018, which continues to affect the planning and implementation of the CP. In 2019, MYACO will continue to work both on the MOU and establishing a local NGO in Myanmar.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11561	Advancing Sustainable Peace in Myanmar	STH	Private, Parishes	1,220	1,283
11563	Myanmar CO MFA PMER support / office budget	FCA	MFA, Private	287,700	260,211
11624	Myanmar Universal Periodic Review (UPR)	LWF	Private, Parishes	10,000	10,000
11681	Rights Based Empowerment Project (RBEP)	LWF	Private, MFA	105,000	105,000
11755	Women’s Livelihood Empowerment Project (WLEP)	LWF	WB, Private, MFA	125,000	131,438
11766	IDP’s resilience through quality education	METTA, FCA	MFA HA, Private	308,000	263,783
11768	Programme Development in Myanmar	FCA	Private, Parishes	25,000	21,512
11869	Response to Crisis in Rakhine, Myanmar 2017	LWF, FCA	MFA HA, Parishes	42,480	42,479
11880	Myanmar CO - FCA Other PMER support costs	FCA	Private, Parishes	129,300	118,403
11895	Camp improvements through CFW in Sittwe and Pauktaw	LWF	Disaster funds	44,848	7,307
11896	Women Socio-Economic Reconstruction in Kayin State (WSER)	KLF	WB, MFA	81,700	73,429
11897	Linking learning to earning for out-of school adolescents in Taunggyi	RMO, FCA	Private, Parishes	24,000	18,949
11898	Building Sustainable Peace Through Youth Participation	STH, FCA	MFA, Private	80,000	36,201
11901	Career Counselling Guidance	FCA	Private, Parishes	40,000	32,898
11902	Interfaith Research Project	CDNH, MCC, FCA	Private, Parishes	34,270	32,000
11916	Education, livelihoods and protection project in Kachin and Northern Shan	METTA	Private	165,000	81,552
11920	Myanmar Mobile Education Project	MYME	Private, Parishes	22,230	17,362
11967	Rakhine Empowerment and Development (READ)	FCA, LWF, ICCO, CERA	UNWOMEN	288,730	133,720
Total (€)				1,814,478	1,387,528





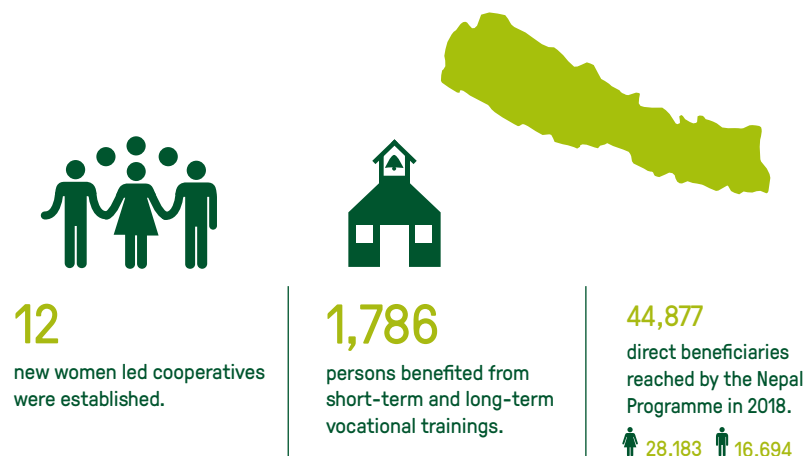
## NEPAL

### Overview of Nepal country programme

In 2018, Nepal Country Programme (CP) was implemented in 14 districts in four provinces (provinces 2, 3, 6 and 7). FCA worked in close cooperation with its local partners SOLVE, FWEAN, Sahakarya, NNDSWO, IDeS, FKWDF and UCEP.

The new constitution of Nepal, which came into effect in 2015, includes a new federalist structure. This devolution of authority to the local levels has required a more collaborative approach by FCA with the local level governments such as Municipality, Rural Municipality and Ward offices.

The economic empowerment of rural women continued through the cooperatives and entrepreneurship development, effectively linking learning to earning (LL2E). Two new livelihood projects were started in Sindhuli, Kailali



and Dadheldhura districts. In education, the focus was on TVET and the development of a Career Guidance and Counselling (CGC) manual.

Capacity building of CBOs and targeted youth strengthened their capacity to combat caste-based discrimination, which is another key programme priority in Nepal. In addition, a number of campaigns were conducted to promote the effective implementation of the non-discriminatory legal frame-

work, while media actors were mobilized to highlight issues related to caste-based discrimination.

Advocacy efforts mainly focused on ensuring the rights of ex-bonded labourers and promoting the participation of Dalits in development processes. Re-establishment of WASH facilities in flood-affected schools was another major intervention during the reporting period.

### Progress made in the country programme's sub-objectives

#### Key results in 2018

##### Main Objective 1

**People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.**

SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion

255 TVET graduates (148 M, 10 F) benefited from LL2E mechanisms, a combination of CGC, business skill training and job seeking services.

SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth

270 people were supported access to job opportunities and 24 people with existing jobs took part in level-2 TVET (54% women).

12 new women led cooperatives were established.

69 medium, small and micro enterprises were established.

75% of 347 enterprises supported reported an improvement in their performance.

##### Main Objective 2

**People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.**

SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory

55 advocacy events focused eg. on fight against GBV, enhanced access to agricultural support, rehabilitating ex-bonded laborers, and eliminating caste based discrimination (CBD) against the Dalits.

Active advocacy led to 1700 ex-bonded laborers (Freed-Kamaiyas) receiving NPR 150,000 (€ 1,200) each to reconstruct their houses, 52 also received land certificates, and 440 received identity cards.

87 awareness raising and capacity building initiatives on human rights and prevention of GBV reached 3,023 participants.

SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning

27,101 students (12,206 M, 14,895 F) were supported through scholarships and stationary support, and WASH facilities.

1,392 (768 M, 624 F) teachers, School Management Committee (SMC) and Parent Teacher Association (PTA) members were trained on WASH and DRR.

1,786 people (83% women) benefited from short-term and long-term vocational trainings.

##### Main Objective 3

**People and Civil Society: People fulfil their legitimate and active role for positive change**

SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion

410 REFLECT sessions were conducted by local women's groups on social and economic issues and to lobby the local authorities for IGA opportunities for women.

5 Human Rights Advocacy Alliances (HRAA) were formed.

60 CBOs benefited from awareness raising and capacity building, focusing on improved participation in local development processes.

SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.

8 civil society partnerships and networks were supported and 7 advocacy alliances were formed.

484 network members were supported with capacity building to facilitate and strengthen open dialogue with the government and other relevant stakeholders.

3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.

4 schools developed their DRR and preparedness plans.



Analysis of the key results and achievements

In 2018, the CP’s focus remained on women and youth’s economic empowerment, contributing to the right to inclusive and sustainable economic growth (MO1). Enterprise development and creation of new jobs have contributed to improved livelihoods for the most vulnerable and the ex-bonded people’s communities.

By the end of 2018, the number of members in FCA established and supported cooperatives reached 8,998 with 95% female members. The CP was able to achieve remarkable progress in terms of increasing affiliation of cooperative members and promoting regular monthly savings in four project districts (Lalitpur, Sindhuli, Kailali and Dadheldhura).

The gender based violence (GBV) reduction sub-committees formed under the cooperatives have played a crucial role in improving women’s social status. Women now hold key position in management committees and also provide services to other women. 18 members of cooperatives in Lalitpur were elected as women members at the ward level in local government (based on women quota and Dalit quota). Some of the cooperatives in Lalitpur have total savings above € 80,000 and have been successful in tapping into additional government resources.

In addition to an international trade fair, three district level trade fairs were organised for the first time to link

women entrepreneurs with markets. The trade fairs have been extremely helpful for new women entrepreneurs in show casing their products, linking with consumers and markets, and learning about packaging, labelling and quality control.

The CP contributed to the achievement of the right to improved and inclusive governance and services (MO2) through support to the education sector at different levels. Career Guidance and Counselling (CGC) was formally introduced in the TVET project in 2018. A CGC workshop was organized and the CGC manual was prepared and published with support from a TwB volunteer. It is now being used as the key guiding document for career counselling for the vocational training graduates.

FCA and its partner NNDSWO repaired and maintained toilets and hand-washing facilities in 83 flood affected schools in Chitwan, Parsa and Dhanusa districts. The local authorities, school management committees (SMC), parent-teacher associations (PTA), teachers and students noted that there has been an increase in school enrolment and regularity of attendance following the project.

The EUAID volunteer project was successful in rolling out the comprehensive training package on school-based DRR in Lalitpur district and running the DRR workshops along with a lessons learnt workshop, in collaboration with the District Education Office.

The new government structure has

also required capacity enhancement of the local representatives, and FCA and its partners have conducted several capacity building initiatives focusing on the legal provisions and local operational acts and policies. The trainings of the Judicial Committees have strengthened their capacity to take forward GBV related issues more effectively and efficiently.

A number of initiatives also supported people to fulfil their legitimate and active role for positive change in societies (MO3). The community level Human Rights Advocacy Alliances have been crucial in advocating against caste-based discrimination at the local levels. The district level alliances consist of 700 community and REFLECT group representatives from five districts who meet and discuss the rights and issues of the Dalits. Knowledge enhancement and leadership trainings were provided to these alliances to help strengthen their advocacy initiatives.

Case documentation, evidence-based advocacy and public hearings have been part of advocacy efforts against caste-based discrimination. They have been instrumental in taking forward the local issues to the government stakeholders. Some commitments have been made but the results remain yet to be seen. The local level advocacy messages were synthesised and then discussed during two national level policy dialogues focusing on Dalit rights.



Evaluations and Studies

In 2018, five assessments and studies were conducted in Nepal. The evaluation report of Nepal Earthquake Recovery, Reconstruction and Resilience (3R) project implemented by Alliance Nepal Forum 2016-2017, noted that the project was implemented in relevant areas and targeted the most vulnerable groups of people. The trainings, i.e. on PSS, DRR and education, had increased the beneficiaries’ awareness of their rights. Furthermore, the most marginalized groups of people engaged in the activities collectively. Awareness raising, advocacy and material support were all an integrated part of the project and increased the project’s effectiveness and the beneficiaries’ appreciation of the project. The evaluation recommended that PSS schemes should be incorporated into the School Improvement Plans in coordination with the local bodies and that disaster related materials should include images.

The Social Welfare Council conducted a final evaluation on FCA’s Enhanced Livelihood through Vocational Training Programme (2016–18). The evaluation

report concluded that the community approach was very effective, taking advantage of schools and vocational schools and including the local governments as the most appropriate actors in the implementation of the programme at the grassroots level. The report recommended that FCA establish closer linkages with local level cooperatives and micro finance institutions to institutionalize the savings activities by the rights holders. To promote sustainability, local level NGOs should be prioritized when establishing new partnership.

Partnerships and Capacity Building

NEPCO selected two new partner organizations in Far West, Integrated Development Society (IDeS) and Freed Kamaiya Women Development Forum (FKWDF) specialised in ex-bonded labour issues.

NEPCO continued to build the capacity of its partners. Altogether 36 participants from partner organizations enhanced their knowledge of RBA and gender equality through two training events.

Futhermore, two partner staffs (from NNDSWO and Media Advocacy Group)

participated in “Women Human Rights Advocacy Training” organized by FCA and LWF in Geneva. Similarly, two female partner representatives (from Media Advocacy Group and Integrated Development Society) were sent as delegates to the 71st CEDAW session in Geneva.

A regional Career Guidance and Counselling (CGC) training was organized by NEPCO in Kathmandu in August. The training participants were FCA CO staff from Nepal, Myanmar and Cambodia. A three-day partner meeting was conducted with all the implementing partners in December. The meeting aimed to promote mutual sharing and learning, and was much appreciated by FCA’s partners.

Challenges and lessons learnt

The leadership in NEPCO changed in 2018 and this coupled with some staff turnover caused some challenges in terms of additional workload during the transitional period.

The newly elected local authorities along with the new federal structure meant changes in ways of collaboration. FCA will continue to build good relations with the relevant government counterparts at all levels.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
10837	Nepal field presence / PMER support	FCA	MFA	221,387	274,211
11751	Socio-economic empowerment of disadvantaged women and girls in Lalitpur district of Nepal (SEED)	FWEANSOLVE	MFA, WB, Private corporate donations	150,000	148,302
11752	Strengthening community resilience through sustainable livelihood	SAHAK, ARYA	Private donations	70,000	68,314
11865	Women Employment through Sustainable Access to Finance and business Skills	SAHAK, ARYA, FWEAN	MFA, WB	159,988	154,219
11866	Supporting Collective Voice and Action against Caste Based	NNDS,WO	EU Development, Private donations	41,400	73,835
11882	Advocating for consolidation of Equality and Non-discrimination for Sustainable Peace (ENDS) Action in Nepal	NNDS,WO	MFA, Private donations	45,000	42,143
11883	Upscaling of skills training and technical education for employment programme (STEP) in Nepal	UCEP	MFA, Private donations	100,000	90,955
11885	Nepal Programme Development through Country Context analysis and R2L thematic assessment	FCA	Private donations	30,000	6,709
11887	Economic and Social Empowerment of freed Haliyas and other marginalized groups	FKWDF, IDS	MFA, Private donations	100,000	99,673
11940	Education in Emergency: Provision of the Supports for Flood Affected Children in Three Districts of Nepal	FCA	UNICEF, Private donations	254,606	121,729
Total (€)				1,172,381	1,080,089



# AFRICA

## CENTRAL AFRICAN REPUBLIC

### Overview of the CAR country programme

In 2018, the CAR country programme (CP) was implemented in the prefectures of Ombella M'poko, Mambere-Kadei, Sangha Mbaere and Ouham-Pende, and included specific missions in Ndélé (Bamingui Bangoran), Obo (Haut-Mbomou), Birao (Vakaga), Boda (Lobaye) and Bouar (Nana-Mambere).

The CAR CP continued to focus on consolidating and expanding quality education interventions and continued to develop and build on on-going work in livelihoods and peace. FCA is one of the key actors in the education sector in CAR.

The CP remained committed to greater gender equality and actively promoted the participation of girls



41,452

learners in 86 schools benefitted from access to quality education through teacher trainings and distribution of teachers and learners' kits.

and women. Sensitisation campaigns were conducted to increase girls' access to education, to reduce early marriages and to prevent child labour in gold and diamond mines in Sangha Mbaere, Mambere Kadei, Ombella M'poko and Ouham Pende prefectures.



17

CBO/forums were created and promote conflict prevention, resolution and social cohesion.

52,598

direct beneficiaries reached by the Central African Republic Programme in 2018.

24,038 28,560



### Progress made in the country programme's sub-objectives

#### Key results in 2018

Main Objective 1	
People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	168 members (40 F, 128 M) of 22 Parent & Teacher Associations (PTAs) were trained on micro-business management. 22 PTAs received a start-up kit for income generating activities.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	18 women were trained to facilitate and promote adult women literacy.
Main Objective 2	
People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	400 teachers (102 F, 298 M) signed the education code of conduct that was developed and approved by the educational authorities. 70 awareness campaigns were conducted on the importance of girls' education.
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning	477 qualified teachers and volunteer parent-teachers (96 F, 381 M) were trained on pedagogy, lesson planning and classroom management. 41,452 learners (19,322 F, 22,130 M) in 86 schools benefitted from access to quality education through teacher trainings and distribution of teachers' and learners' kits. 95 regional education authorities (3 F, 92 M) were trained on result-based management.
SO 2.3 Disaster affected people have access to essential life-saving assistance	12 boreholes were drilled and 80 latrines built.
Main Objective 3	
People and Civil Society: People fulfil their legitimate and active role for positive change	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	39 members of women's groups and female leaders were trained on conflict prevention, resolution and social cohesion. 80 water management committees were created. 86 PTAs were trained on their roles and responsibilities.
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	17 CBO/forums were created for conflict prevention, resolution and social cohesion.
SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.	252 people (116 F, 146 M) were trained on conflict resolution. 13 awareness campaigns were organized to promote social cohesion.

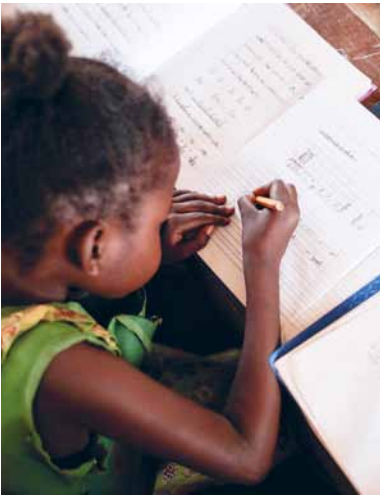


Analysis of the key results and achievements

CAR CP successfully contributed to the right to inclusive and sustainable economic growth for poverty eradication (MO 1), through micro-business management training for 168 members of 22 Parent-Teacher Associations. The PTAs received a start-up kit for income generating activities (IGAs). Following their participation in the trainings, the communities now have a better understanding of business management and improved skills to mitigate the risks related to running micro-businesses. The IGA kits have helped to reconstruct the productive assets and coping mechanisms of the targeted PTAs. Furthermore, 18 women were trained and employed as literacy facilitators. They taught literacy and numeracy skills to 450 women in Bozoum, which contributed to their improved capacity to run profitable IGAs.

CAR CP has a strong focus on enhancing quality education and contributing to the right to improved and inclusive governance and services (MO2). Transparent, responsive and participatory policies and processes were strengthened through training education authorities on results-based management.

FCA provided access to inclusive quality education for 41,452 learners (19,322 girls, 22,130 boys) in 86 primary schools through teacher and volunteer-teacher training on pedagogy, lesson planning and classroom management. In addition, classrooms were built and rehabilitated and learning and teach-



ing materials were distributed. CAR CP advocated for the importance of education especially for girls through 70 awareness raising campaigns that reached 9,279 community members.

The CP supported people to fulfil their legitimate and active role for positive change in societies (MO 3) by strengthening civil society partnerships and promoting participation and open dialogue. Trainings and awareness campaigns in conflict management and social cohesion have contributed to enhanced conflict resolution and improved inter-ethnic and inter-religious understanding. The training and coaching of youth on rumours and hate speech management increased their awareness of the sources of conflict in the communities. Reduced sensitivity to react to fake and mal-intentioned news is expected to contribute to building more sustainable peace in the local communities.

PTAs were trained on their roles and responsibilities, and promoted open communication between the parents and the school management. PTA members shared their respective experiences in raising funds for additional educational materials, maintaining and developing school facilities and providing incentives to volunteer-teachers. In order to enhance children's participation in daily school life, 70 student governances were established and trained.

Evaluations and Studies

A context analysis and peace thematic assessment were conducted in 2018. One of the key recommendations of the context analysis was that the CP should focus on interventions that strengthen the links between the communities and the regional and national institutions. More also needs to be done to develop the nexus between the humanitarian interventions and development work as well as a more integrated programme approach, linking the different thematic areas.

The peace thematic assessment concluded that programming should focus on building the local and national actors' capacity in conflict prevention and resolution by training them in conflict analysis, mediation and dialogue. The assessment also recommended that youth should be

included in peace and decision-making processes to enhance their active citizenship.

Partnerships and Capacity Building

CARCO did not have full-time implementing partners in 2018, but worked in cooperation with the local NGOs, Network of Mediators, the Ministry of Agriculture, the Ministry of Education and the Department of Civil Protection of the Ministry of Internal Affairs, Security and Safety.

CARCO contributed to building the local capacity in school management and promotion of quality education through teacher and parent-teacher trainings, training of sectoral chiefs, academic inspectors, schools district chiefs and regional pedagogy centres. The capacity of the religious and community leaders as well as local authorities has been strengthened through FCA's peace work in CAR.

FCA has monthly meetings with ACT CAR Forum and is an active member in the clusters and sub-clusters (education, FSL, WASH) and working groups (social cohesion). CARCO also participates in joint evaluations and planning, country/cluster strategy development and coordination meetings as well as advocacy actions.

Challenges and lessons learnt

Inadequate human resources, insecurity and the related difficulties in accessing some project areas undermined the full realisation of the planned project activities. Additional challenges included delays due to outside service providers and shortages of construction materials in some project areas.

Project coordination committees, PTAs and women groups' meetings were useful platforms to share ideas and collect feedback from the communities. The training sessions for parent-teachers and education authorities created a useful space for discussions on FCA's interventions and the overall humanitarian context. The project launching ceremonies and the national cluster meetings also allowed FCA to share its expertise and to learn from the experiences of the other actors.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11516	R2P program development project in CAR	FCA	MFA	94,858	77,517
11533	FCA CAR Programme support & Office	FCA	MFA	283,900	253,163
11799	Reinforcement of educational facilities and structures in Gamboula and Amada	FCA	MFA HA	430,242	430,242
11840	CAR Joint Response 3, 2017	FCA	ICCO	25,070	25,070
11849	Restoration of Basic Social services in the Education Sector	FCA	UNICEF-EU	355,100	365,769
11893	Reinforcement of educational facilities and structures in Gamboula and Amada	FCA	MFA HA	262,348	262,348
11903	CAR CO - FCA other projects PMER support	FCA	MFA	607,400	388,416
11933	Women's Bank project supporting women's groups in the war affected area of Bozoum	FCA	FCA, WB, MFA	100,000	74,560
11955	Project improving the quality of education through school feeding in central African republic	FCA	WFP	65,984	21,639
11981	CAR Joint Response 4	FCA	ICCO	257,384	252,585
11982	Youth Peace Builders	FCA	MFA	68,330	47,284
Total (€)				2,550,616	2,198,593





## ERITREA

### Overview of the Eritrea country programme

FCA has been present in Eritrea since 2015 and is the only INGO in the country with permanent staff. In 2018, FCA's work focused on quality education and in particular, on teachers professional development at the Asmara Community College of Education (ACCE) based in Asmara and Eritrea Institute of Technology (CoE/EIT) based in Mai Neffi. FCA Eritrea also supported TVET training at Asmara School for the Deaf.

Eritrea started implementing its education reform in mid- 2018. In September, the College of Education (CoE) at the Eritrean Institute of Technology (EIT) and ACCE merged into one, new Asmara College of Education (ACE). Due to the changes, FCA's work with EIT could not proceed at full speed but activities at the ACCE continued to



FCA supported the development of an inclusive TVET programme at the School for the Deaf and the development of a TVET sector plan.

some extent according to the plan. The activities focused on learner-centred pedagogy, research and education innovations. In addition, FCA strengthened research and evidence based teaching and supported policy dialogue. Technical, academic and financial assistance was provided to several research projects, which supported the development of teacher training in the

country. Advocacy was an integrated part of all programme work.

The peace agreement between Eritrea and Ethiopia changed the regional political context dramatically. It is still uncertain how it will affect FCA Eritrea's work and the Eritrean society in the long term. At the end of 2018, the operating environment in Eritrea became more challenging.



244

teachers, employees from MoE and non-teaching staff participated in workshops, trainings, seminars and discussions organized by FCA.

1,763

direct beneficiaries reached by the Eritrea Programme in 2018.

650 1113

### Progress made in the country programme's sub-objectives

#### Key results in 2018

##### Main Objective 2

**People and Governance:** People can claim and enjoy their right to improved and inclusive governance and services.

SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory

2 discussion events, 1 Conclusive Research and Development meeting and 118 consultations and meetings were held with decision makers.

FCA participated in at least 13 international high-level meetings and consultations eg. UN (New York & Geneva), EU (COAFR), Germany, Switzerland, the Netherlands and Sweden.

74 beneficiaries participated in capacity building and awareness raising events.

FCA supported the development of an inclusive TVET programme at the School for the Deaf and the development of a TVET sector plan.

SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning

244 (191 M, 5 F) teachers, employees from MoE and non-teaching staff participated in workshops, trainings, seminars and discussions organized by FCA.

35 deaf or hearing-impaired youth (15 M, 20 F) participated in TVET training at Asmara School for the Deaf.

84 deaf and hearing-impaired children (42 M, 42 F) received primary education at Asmara School for the Deaf.

FCA provided Asmara School for the Deaf with IT equipment and other materials.

12 teachers from the School for the Deaf participated in teacher training on special education.

##### Main Objective 3

**People and Civil Society:** People fulfil their legitimate and active role for positive change

SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion

Gender toolkit for secondary schools was drafted with FCA's support.

SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.

FCA supported 3 networks or partnerships, including National Higher Education and Research Institute (NHERI), National Union for Eritrean Women (NUEW) and National Union for Eritrean Youth and Students.

28 network members (NHERI, teacher trainers) participated in a workshop on human rights view to quality education.

#### Analysis of the key results and achievements

FCA Eritrea continued to promote to the right to improved and inclusive governance and services (MO2) through teacher trainings, contributing to improved teaching capacity. Teacher education administration and leadership was one of the programme priority areas during 2018. It seems this was the first time in the Eritrean history when major investments were made in this field.

At ACCE, workshops were mainly participated by teacher trainers and they focused on leadership, manage-

ment and administration in higher education, research, curriculum implementation and inclusive education. At EIT, the activities included qualitative and action research, education leadership and management, gender and school development planning. Due to major changes in the education sector, collaboration with EIT encountered challenges but FCA was still able to support teacher educators in their research and altogether five research papers were published in international scientific publications. In July 2018, staff from the Ministry of Education (MoE) and Early Childhood Care and

Education (ECCE), an organization that focuses on pre-school learning, participated in a two-week summer training activity on special education and early childhood education.

Moreover, Eritrea CP supported children and youth in vulnerable situations to gain access to education. At the Asmara School for the Deaf over 30 young people are participating in professional training so that they will be able to access employment or run their own businesses. The youth will graduate in 2019. Ten out of 12 teaching staff members from School for the Deaf reported that FCA's support and



the implemented activities had been relevant for the school. More support on professional development was requested.

Eritrea CP continued to integrate advocacy as an essential part of the programme and invested in relevant human resources, sustained internal dialogue and put systematic effort into blurring the artificial lines between programme and advocacy work. Advocacy activities included e.g. engaging actively with the UN agencies and international representations in and outside the country. FCA also initiated a rare discussion event on Eritrea in New York organized by the Finnish Permanent Representation to the UN, with high-level speakers from the UN, Eritrean representation and Finland. FCA's and its partners' work and results in Eritrea received great attention during the event.

Eritrea CP also supported people to fulfil their legitimate and active role for positive change in societies (MO3) and facilitated the drafting of the gender toolkit for secondary schools. The CP supported several stakeholders' contribution as part of the process, including National Union of Eritrean Women (NUEW), Ministry of Education (MoE), National Higher Education and Research Institute (NHERI) and College of Education (EIT).

In addition, Eritrea CP supported several networks or partnerships in the country. These included National Higher Education and Research Institute (NHERI), National Union for Eritrean Women (NUEW) and National Union for Eritrean Youth and Students (NUEYS). FCA's support to NHERI contributed to teacher education capacity building. NHERI employees participated in several trainings

and workshops. FCA also supported NUEW by inviting them to be part of the EU-funded gender project's steering committee.

Altogether 28 network members were trained on dialogue building and civil society. Participants included ACCE's teacher trainers and NHERI employees.

FCA's work in Eritrea received funding from four external sources, with four new successful project applications.

**Evaluations and Studies**

A master's research study mapped the relevant toolkits to be used in gender sensitive education in Eritrea as part of the EU funded gender project.

FCA's Regional Education Specialist made an internal review of a Swiss funded project To Leave or to Stay? (REQEA). The project focused on teacher education capacity building through support to teacher education administration and leadership. During the project, major revisions had to be done to the original project plan when an important activity the summer programme for the teachers, was cancelled. The review noted that FCA successfully diverted the materials (games, toys, books) to accommodate the new plan of an early childhood special education training for Eritrean kindergarten and pre-school teachers.

The review stated that the training schedule created by the project was a holistic plan with learner-centred approach, individualization, identification and support for children with disabilities and other special needs. The training also included topics, such as play based learning, intellectual challenges,

behavioural challenges, classroom management, positive discipline and the use of learning aids, made from locally available resources.

The review recommended harmonizing the vocabulary and terminology used in documentation as well as a deeper focus on special education, given the existing needs in the country.

**Partnerships and Capacity Building**

No new or terminated partnerships.

**Challenges and lessons learnt**

In 2018, a peace-agreement was signed between Ethiopia and Eritrea. Unfortunately, tangible changes in the operating environment were only few, highlighting the need for FCA's advocacy work and close monitoring of the situation. At the same time, Eritrea conducted a major education sector reform, which affected Eritrea CP plans and activities. In the autumn, FCA Eritrea's main education partners no longer existed and the CP needed to find ways of work with the new college structures. Nevertheless, even in the very challenging environment FCA Eritrea was able to meet its main objectives for 2018.

FCA Eritrea started to use Listen, Learn and Act (LLA) method to develop its work and promote beneficiary participation in project planning and implementation. At ACCE, FCA is seen as a supportive and relevant partner for future continued cooperation. Due to changes in the education sector, collaboration with EIT encountered more challenges but FCA was still able to support the teacher educators in their research work.



KENYA

Overview of the Kenya country programme

Most of the country remained relatively stable and safe but early 2018 saw an increase in violent conflict in Turkana, Baringo and the neighbouring counties. In the arid and semi-arid regions of Northern Kenya, conflicts are fueled by real or perceived lack of and competition over resources, especially land and water. There were persistent retaliatory attacks in the form of cattle rustling leading to deaths and displacement of more than 2,000 people. In the Kerio Valley, 50 schools were closed due to insecurity leaving 5,000 learners temporarily without access to education.

In Marsabit and Baringo, 10 schools were closed due to water shortage due to drought. The water shortage also exacerbated the interethnic conflict among the pastoralist communities along the Kerio Valley. In response to the crises, FCA Kenya established child friendly school facilities with piped wa-



5,400  
children accessed education following the construction and reparation of primary schools.



41  
Inclusive dialogue forums on non-violent conflict resolution were facilitated for 4,102 persons.



38,545  
direct beneficiaries reached by the Kenya Programme in 2018.  
18,922 19,623

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11589	Promoting Quality Education and Innovation in Eritrea	FCA	FCA	551,000	393,594
11943	To Leave or to Stay? (REQEA)	FCA	The Swiss Confederation, acting through the State Secretariat for Migration (SEM)	154,867	135,778
11944	Enhancing the Learning opportunities of Deaf Children and Youth in Eritrea	FCA	B'Cause/Boliden	71,500	71,842
11945	Promoting Gender Equality in Eritrea through Teacher Education	FCA	EU EIDHR	70,600	31,212
11794	Alternative Teacher Training Programme in ACCE, Eritrea	FCA	Foreign and Commonwealth Office (FCO) of United Kingdom	31,525	35,896
Total (€)				880,635	668,322



Progress made in the country programme’s sub-objectives

Key results in 2018

<b>Main Objective 1</b> <b>People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.</b>	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	402 families were enrolled in social protection networks for further support.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	100 women and 100 reformed warriors were trained on IGAs income generating activities.
<b>Main Objective 2</b> <b>People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.</b>	
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/ learning	360 primary school teachers participated in trainings on inclusive education, pedagogy, child friendly spaces and child protection.  5,400 children accessed education following the construction and reparation of primary schools.  26,875 pastoralist children regained access to school.
SO 2.3 Disaster affected people have access to essential life-saving assistance	8,110 community members and 565 school children gained access to safe drinking water, improved sanitation, and other WASH facilities.
<b>Main Objective 3</b> <b>People and Civil Society: People fulfil their legitimate and active role for positive change</b>	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	600 youths were trained on child protection and children’s rights to education.  School boards (99 F, 200 M) were trained on their roles and duties.  19 separate forums were organized to promote women’s involvement in peacebuilding and decision-making processes.
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	Capacity building was provided to 50 staff members of two local partner organizations (MUHURI and KMYA).  41 Inclusive dialogue forums on non-violent conflict resolution were facilitated for 4,102 persons.
SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.	Over 1,300 persons accessed water through construction of water tanks.

Analysis of the key results and achievements

In 2018, KECO’s work contributed to the right to inclusive and sustainable economic growth (MO1) through a number of initiatives, including trainings on income generating activities (IGAs) for 10 livelihood groups who had already benefited from start-up kits in 2018. The trainings focused on basic bookkeeping and the concept of profit making. Short customised trainings were also organised for three women’s groups on basketry weaving in Turkana County. These groups are now involved in IGAs in their respective communities, with a positive impact on their household incomes and reduced cattle raids and other conflicts.

In the education sector, several projects and their related results promoted the right to improved and inclusive governance and services (MO2). KECO worked closely with the Ministry of Education and Teachers Service Commission on the recruitment of teachers. New teachers were required because of high enrolment rates. UNICEF paid the teachers’ salaries in KECO’s target schools. KECO also organized short teacher training courses that enhanced the teaching and pedagogical skills of 360 teachers. The provision of learning materials (textbooks, pencils and school bags for all the newly enrolled 26,875 pupils) and the teacher trainings have contributed to better examination outputs for the learners. In 2018, the learners in seven out of KECO’S 11 targeted schools improved their performance in the national examinations.

Following additional project funding by UNICEF, KECO constructed two Early Childhood centres for 4,000 children. Overall, 26,875 overage and out of school children gained access to education. In addition, quality education was promoted through child friendly learning spaces and improved school infrastructure, including renovated classrooms, handwashing facilities and recreational facilities. Water tanks were installed at schools where no drinking water was available. Altogether 15 schools and 19 school communities were supported in Garissa and another seven schools in Turkana, all severely affected by the drought.

In order to promote disaster-affect-

ed people’s access to lifesaving assistance during the drought, KECO also provided food aid for school feeding and non-food items, such as textbooks and sanitary items in in collaboration with WFP.

In order to support people in fulfilling their legitimate and active role for positive change in societies (MO3), 19 forums were organized to promote women’s involvement in peacebuilding and decision-making processes. Following community consultations and participation, six women talking circles were formed. The women talking circles provide a platform for the women to express and share their conflict related experiences with the aim of promoting reconciliation among the Pokot and Marakwet women. Similar discussions were also held among Kolowa women. The talking circles are gradually gaining the attention of local leaders and women have started to voice their concerns to the decisions makers.

Additionally, nine youth forums were organized and youth’s active participation was encouraged. Both male and female youth participation was facilitated in two events to promote their contribution to relevant decision-making processes.

FCA’s back to school campaigns also continued and contributed to the school enrolment of out of school children. The campaigns provided information and promoted discussions that have increased the parents and communities’ motivation to hold duty bearers accountable for the provision of quality learning environments for their children.

KECO’s target areas are arid and semi-arid lands prone to drought. KECO has successfully introduced activities in climate change adaptation, for instance honey harvesting, goat farming and basket weaving aiming to enhance the economic empowerment of the targeted community members. In Baringo County, five income-generating groups contributed to increased resilience of the members and their families though more inclusive and sustainable economic growth.

Evaluations and Studies

In 2018, two evaluations were conducted in Kenya; Kenia Country Pro-

gramme Evaluation and NOTKID Peace Project Evaluation (11278).

Kenia country programme evaluation concluded that the programme had positive impact in all three thematic areas. There was compelling evidence to show that FCA’s Right to Peace (R2P) interventions contributed to the peace in the counties that FCA worked in. The frequency and severity of the inter-community conflicts were reduced and communities’ perception of each other was improved. The capacity of peace building structures, such as peace committees and Civil Society Organizations (CSOs), was strengthened.

The evaluation also noted that children’s and community members’ attitudes towards education have improved in the target areas. School dropout rates decreased throughout 2014-2017 due to the establishment of child friendly and safe learning spaces and 27,648 children were enrolled back to primary school. A general consensus among stakeholders was that the quality of education had improved in the schools supported by FCA.

The evaluation recommendations included strengthening staff capacity on M&E, developing a country advocacy plan and setting clear baselines and targets to better assess and quantify programme achievements. Furthermore, enhanced collaboration with the key local stakeholders would contribute to the sustainability of the local level structures.

NOTKID project evaluation (11278) concluded that the project had achieved its overall objective of improving the wellbeing of the targeted pastoralist women, youth and men. The project had greatly contributed to the cessation of hostilities and the current relative peace in the region, particularly in Kerio Valley. The project had successfully identified and engaged the relevant people in the various peace-building processes. The peace dividend initiatives had contributed to the cessation for hostilities and reduced the urge to engage in rustling to recover stolen livestock or to restock.

The evaluation recommended that FCA scale up its engagement with County and National governments in areas such as mainstreaming peace in CIDsPs (County Intergrated Development Plans), the development and



implementation of County Peace Policies/Strategies and addressing the structural causes of conflicts.

Partnerships and Capacity Building

MUHURI and KMYA participated in KECO organized trainings on data collection methodologies for research projects. At least 50 staffs from the two organizations were trained

Challenges and lessons learnt

Inter-ethnic conflicts and tension among the communities in Marakwet, Baringo, West pokot and Turkana led to implementation delays in peace work. Insecurity also forced non-local teachers to flee the region in fear of heightened attacks. Severe drought also delayed the planned activities.

Key lessons learnt included the importance of the effective implementation of Do No Harm principles in all programme work. Furthermore, KECO is working more closely with the formal and informal structures to enhance sustainability. Evidence also shows that women’s role is essential in building community cohesion. In 2018, as part of KECO’s peace work, women were successfully engaged in peace dialogues and directly or indirectly contributed to peace building.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11278	Northern Kenya integrated development project (NOTKID)	FCA	MFA	142,730	133,722
11726	Education assistance for pastoralist girls	FCA	Private (local)	5,895	2,892
11756	Promoting access to quality education in Northern Kenya for OOSC - Unicef	FCA	Unicef, private, DF	729,000	524,431
11782	MFA frame funded projects PMER support	FCA	MFA	234,220	253,355
11783	GG and other institutional donors projects PMER support	FCA	Private, parishes	208,060	200,986
11881	Emergency Education Response in Kalobeyei settlement	FCA	Unicef, DF	367,162	369,353
11970	Learning for Life: Early Childhood Development and Education for Displaced Children	FCA	Unicef, DF	291,440	281,344
11977	Rehabilitation of selected water structures and equipment at boreholes in Marsabit County	FCA	Unicef, DF	87,567	81,603
Total (€)				2,066,074	1,847,686

SOMALIA

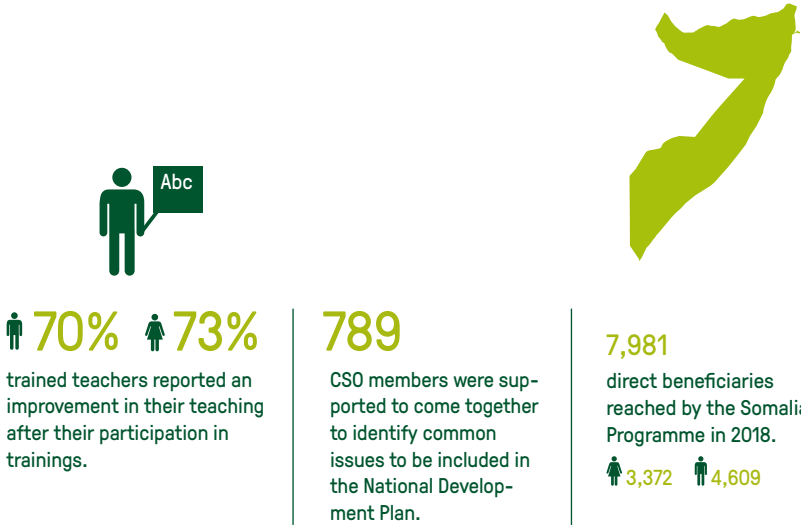
Overview of the Somalia country programme

In 2018, Somalia country programme (CP) was implemented in Jubaland, South West State, Hirshabelle and Galmudug Federal Member States.

Political tensions in Somalia and Somaliland heightened in the course of 2018 and were marked by an increased number of explosions and attacks in Mogadishu. This affected the overall climate and to some extent hampered FCA’s governance and reconciliation work.

In April, following a two-year drought the onset of heavy rains caused the worst flooding for the last 50 years. In response, Somalia country office (SOCO) had to adjust the on-going programme and activities to address the new demands of the drought affected communities.

SOCO continued to support the establishment of local government structures and systems through district council formation and remains one of the biggest and best-recognized players in Somalia’s peace-



and state building. SOCO also started its first reconciliation project together with the Network of Traditional Peacemakers (NEWT), thus contributing to social, religious and political reconciliation and conflict management. SOCO supported both the government and the Civil Society Organisations (CSOs) to shape the reconciliation process, which is the first of its kind since the outbreak of the civil war in 1991.

FCA SOCO continued developing partnerships with networks of strategic stakeholders, local civil society

actors, private Somali-owned businesses, relevant authorities and international actors. CSOs and members of the private sector engaged effectively in joint forums as part of the Constitutional Review Processes and reconciliation processes and effectively promoted improved cooperation between the government and the civil society.

During 2018, SOCOs project portfolio increased significantly, prompting an organizational growth from 20 people to 35 people and the establishment of a new office in Baidoa.





Progress made in the country programme’s sub-objectives

Key results in 2018

Main Objective 1	
People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	53% of graduates were earning an income within 6 months of graduation.  220 basic skills and vocational training students (88 M, 132 F) participated in entrepreneurship training.  209 graduates (85 M, 124 F) were provided with start-up kits.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	Out of the 160 targeted households, 124 (77,5%) live above the national poverty line.
Main Objective 2	
People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	5 training sessions were organized for community advocates strengthening their role as key players in peace and state building.  14 consultation meetings were held in five Federal Member States and Banadir region with government authorities and CSOs related to NRF formulation.  Radio programmes focusing on the role of communities in the constitutional development process reached an estimated 715,000 listeners and had 1,711 call-ins.  332 (182 M, 150 F) trained advocates conducted 22 awareness raising and capacity building campaigns about inclusive elections, National Development Plan, constitutional review and the reconciliation process with 1,175 (447 M, 728 F) participants.
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/ learning	4,312 primary school learners (35% girls and 65% boys) enjoyed equal and uninterrupted access to quality education.  70% of trained male teachers and 73% of trained female teachers reported an improvement in their teaching after their participation in trainings.  Rehabilitation of 23 classrooms and 12 latrines.  Trainings and awareness raising conducted for Community Education Committees (CEC) and Parent Teacher Associations (PTA).
Main Objective 3	
People and Civil Society: People fulfil their legitimate and active role for positive change	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	Gender training was organized for 300 participants (35% women) to prepare a gender action plan in South West State and Jubaland.  5 two-days training sessions organized to promote community contribution to the National Development Plan.  110 members of the business community (53% women) discussed shared challenges such as taxation.  64 participants including 32 Somali CSOs representatives, 26 Parliamentarians and 6 EU representatives attended a CSO/Parliament retreat in Nairobi.  4 new Parent Teacher Associations (PTA) were established.
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	789 CSO members (315 M, 474 F) were supported to come together to identify common issues to be included in the National Development Plan.
SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.	In 4 targeted schools, 59 participants (30 M, 29 F) were trained on DRR.

Analysis of the key results and achievements

To promote the right to inclusive and sustainable economic growth (MO1), Somalia CP provided entrepreneurship training and start up kits to youth and young adults who graduated from the vocational and basic skills training. Post surveys showed that 53% of the graduates are earning an income thanks to the new skills they had acquired. Altogether 16 new jobs were created in Somaliland (7F, 9M), and 95 people (44F, 51M) set up their own business following their participation in the vocational training.

Somalia CP also strengthened civil society engagement in political dialogue and state building processes, thus contributing to the right to improved and inclusive governance and services (MO2). Altogether 332 trained community advocates organised awareness raising and capacity building campaigns for government officials, the private sector and CSOs, including women and youth organisations. The sessions aimed to ensure that participants are well informed of the meaning and purpose of inclusive, equal and participatory elections in 2020/2021. Furthermore, the trainings increased their knowledge of the National Development Plan, the constitutional review and the reconciliation process. The community advocates reported that the trainings had given them the necessary skills and confidence to articulate the issues affecting their communities and to represent their fellow Somali citizens. Their willingness to participate in meetings hosted by both the regional and federal governments has increased, even without the support of the INGOs.

Weekly radio talk shows provided an avenue to engage in a debate about the constitution. The role of the communities in the constitutional development process was discussed through mainstream media channels, including nine local radio stations in Baidoa, Hudur and Mogadishu. In addition, a local South West TV station broadcasted live sessions on civic education with community advocates, academics and university students. The radio messages reached an estimated 715,000 listeners.



Because of FCA’s continued support to national and local level reconciliation in five Federal Member States and Banadir region, there has been a significant improvement in government ownership and leadership in ensuring inclusive consultation processes as part of the National Reconciliation Framework (NRF) formulation. State and non-state actors participated in various consultation meetings and the inputs from the participants were incorporated into the final document. NRF was successfully endorsed by the Council of Ministers in March 2019.

One of the highlights in 2018 was the Forgiveness Campaign, which promoted forgiveness and reconciliation. Events continued throughout the year and culminated in the Day of Forgiveness in June. The activities reached over 20,000 participants including senior government officials, women, youth, peace activists, elders, religious leaders, poets and artists.

The right to inclusive quality education was supported for 4,312 primary school learners through Education in Emergencies (EiE). 70% of the trained teachers showed a positive change in their pedagogical skills, classroom management, child safeguarding and protection, and professional record keeping. The teacher-student ratio has lowered to 1:40 in the targeted schools due the recruitment of additional teachers. In order to promote sustainability and impact, the EiE programme also built the capacity of the Ministry of Education SWS

through various trainings, so that they can later fulfil their role and obligations as the primary duty bearer.

Somalia CP also supported people to fulfil their legitimate and active role for positive change in societies (MO3) and facilitated the Somali CSOs, Parliamentarians and the EU’s retreat on inclusive reconciliation and civic engagement in Nairobi. The fact that the government prioritized this dialogue is a sign of good will to increase CSOs engagement in future peace building processes.

### Evaluations and Studies

The project evaluation Support the Return and Reintegration of Somali Returnees from Yemen in Somaliland (11786) found that skills training and business grant support effectively contributed to improved food security particularly during the droughts. Furthermore, the community engagement approach was considered very effective.

Project evaluation Strengthening local governance structures and systems for more accountable and inclusive Federal Member States in support of the Wadajir National Framework PHASE II (11700) concluded that district councils succeeded in establishing strong representation of minority clans and youth, but also noted that including female community members has proven to be challenging. Projects that promote the inclusion of women, youth and marginalized



groups require a longer-term engagement to overcome the social barriers and to change the existing social norms.

Partnerships and Capacity Building

FCA SOCO continued to diversity its donor base. FCA SOCO relaunched its earlier collaboration with Somalia Stability Fund and entered into new partnership with USAID and ECHO. SOCO enhanced coordination among various international, national and local actors working in the field of reconciliation. The Embassy of Finland in Nairobi played an integral role in promoting coordination with other international partners through the Group of Friends of Reconciliation and the sub-working

group on federalism and reconciliation, which has encouraged also other international partners to support the National Reconciliation Framework (NRF) development process. The Forgiveness Campaign was carried out with the Finnish media development foundation VIKES. SOCO continued its informal networking with the UN, including IOM and UNDP as well as ICRC for improved information sharing, coordination and greater synergies. SOCO also participated in the education cluster meetings and in the Somalia government-led Education Sector Committee meetings (ESC). SOCO terminated its partnership with IIDA Women’s Development Organisation and Somali Youth Development Network (SOYDEN).

Challenges and lessons learnt

Following the significant increase in SOCO’s project portfolio, lengthy recruitment processes and challenging negotiations with donors, some of the projects started later than anticipated. Furthermore, the deteriorating security situation and unrest during the presidential elections also affected SOCO’s work. In September, the leaders of all five federal member states suspended cooperation with the Federal Government threatening to halt the progress made in peace and state building. This slowed down programme implementation in all the sectors but mostly in governance and reconciliation.

Project list and financial summary

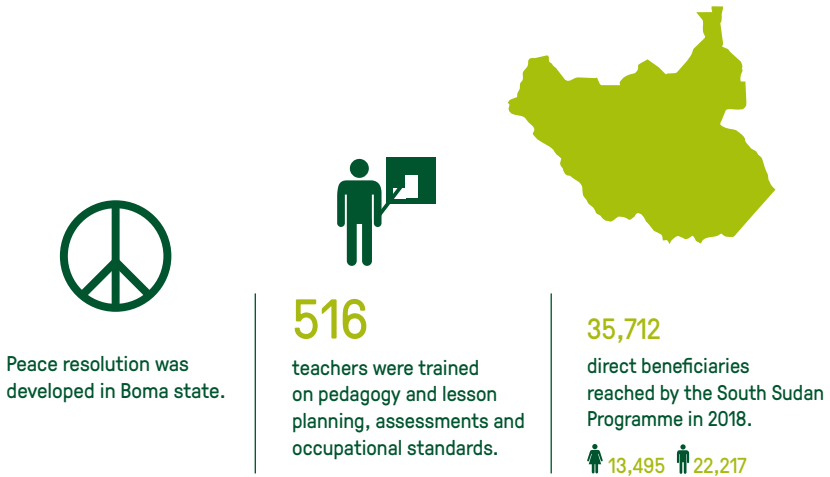
Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
10781	SOCO Somali Country Office	FCA	MFA frame, Parishes, Private	714,900	691,091
11648	VIKES Somalia media support project	VIKES	CR	13,125	13,125
11699	Strengthening Civil Society Engagement in Political Dialogue and State building processes - Interim South West Administration and Banaadir	FCA, IIDA, CRD	EUROPEAIDMFA EU private parishes	345,925	410,981
11700	Strengthening local governance structures and systems for more accountable and inclusive Federal Member States in support of the Wadajir National Framework	FCA, CRD, IIDA, SOYDEN, EISA	EUROPEAID	500,000	274,094
11786	Support to return and reintegration to Somali returned from Yemen and host communities	FCA, Candlelight	MFA HA 2017, private, parishes	175,000	264,940
11821	Rehabilitation pilot project for convicted AL Shabaab prisoners (11697 phase II)	FCA, CRD	UNOPS, private, parishes	51,800	256,292
11825	UCT for the drought affected population in target sites in Burao and Odweyne districts, Togdheer region, Somaliland	FCA, Candlelight	ACT Alliance, private, parishes	50,000	43,826
11932	Enhancing socio-economic resilience of women & youth in Hargeisa, Somaliland	FCA, Candlelight	FCA DF, private	147,346	147,346
11934	EiE for drought affected children in Baidoa, SWS, Somalia	FCA	MFA HA 2018, FCA DF	126,228	126,228
11935	Rehabilitation Pilot Project for High risk prisoners in the Baidoa Prison Phase III	FCA, CRD	UNOPS, private, parishes	81,862	17,365
11948	Promoting Participation and Representation of Women in Political decision making	FCA, CRD	SSF GESI, private, parishes	120,000	90,298
11951	Strengthening local governance structures and systems for more accountable and inclusive Federal Member States in support of the Wadajir National Framework	FCA, CRD, EISA	ECHO, private, parishes	200,000	198,374
11972	SOM Inclusive EiE response for drought-affected IDP and host community children in Bay Region of Southwest State of Somalia	FCA	ECHO, private, parishes	500,000	336,781
Total (€)				3,026,186	2,870,741



SOUTH SUDAN

Overview of the South Sudan country programme

In 2018, South Sudan Country Programme (CP) was implemented in Central Equatoria Sate (Juba, Yei River County), Jonglei Sate (Pibor County, Fangak County, Bor County) and Lakes State (Awerial county). Programming priorities did not change and continued to focus on education, livelihood and peace. In education, work expanded to also include TVET in addition to Education in Emergencies (EiE). FCA’s contribution to curriculum development and harmonisation for different trades at national level was part of this work.



In livelihood, the cash programming component has grown and is reaching more beneficiaries. Peace work was expanded to opposition held areas in Fangak. At community and national levels, the focus was on working with and

through religious and traditional leaders, while also promoting youth’s inclusion and participation. The integrated programme approach was developed further in 2018 mainly between education, protection and livelihood sectors.



Progress made in the country programme’s sub-objectives

Key results in 2018

<b>Main Objective 1</b> <b>People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.</b>	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	42 (23 M, 19 F) youth were trained on business development.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	26 trainees (14 M, 12 F) completed training on hospitality and catering. 10 (6 M, 4 F) out of 26 trainees gained employment after completion of apprenticeship. 25 private businesses were mapped for future apprenticeships.
<b>Main Objective 2</b> <b>People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.</b>	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	Jie and Murle communities’ resolution at Jebel Boma was developed during the peace dialogue. Peace resolution was developed in Boma state. 6 capacity building trainings in peacebuilding and conflict transformation were participated by 347 people (197 M, 150 F)
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning	7 TVET courses are being developed. The 3 <sup>rd</sup> review of the draft curriculum was completed. 538 (295 M, 243 F) youth were enrolled in 5 TVET centres. 31,877 children and youth have access to quality education. 516 teachers (53 M, 463 F) were trained on pedagogy and lesson planning, assessments and occupational standards. 235 (162 M, 73 F) PTA/SMC members, teachers and CFS facilitators were trained on psychosocial support.
SO 2.3 Disaster affected people have access to essential life-saving assistance	1,945 persons (700 M, 1245 F) received cash vouchers
<b>Main Objective 3</b> <b>People and Civil Society: People fulfil their legitimate and active role for positive change</b>	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	30 processes and topics were supported, including community dialogues, peace dialogues and public outreach peace campaigns. 1 youth centre was constructed and equipped with youth recreational materials. 7 CBO’s/groups reported increased participation in development processes. 100% of the schools supported have parent-teacher associations
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	14 civil society partnerships were established and/or supported
SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.	2,226 persons and 325 vulnerable households were trained on preparedness and DRR

Analysis of the key results and achievements

To support the achievement of the right to inclusive and sustainable economic growth (MO1), South Sudan CP organised trainings for 42 youth in business development, while 26 trainees completed their training on hospitality and catering.

Under the objective the right to improved and inclusive governance and service (MO2), FCA enhanced access to quality education and promoted young adults economic self-reliance through TVET. Trainings are ongoing in five TVET centers and 538 students are currently participating in trainings on building construction, auto mechanics, solar PV & general electrical, hairdressing and beauty therapy, catering and hospitality services and tailoring and garment making. FCA is leading the development of the harmonized competency based curriculum for South Sudan since there are high demands to prioritize TVET in the current country context.

Access to quality education was enhanced for 31,877 children and youth through training of teachers on psychosocial support, pedagogical instruction and lesson planning, occupational standards and assessment. FCA rehabilitated schools and classrooms, and distributed school materials. All FCA supported schools have a parent-teacher association to support children’s inclusive quality learning.

One of the major achievements in 2018 in promoting positive change was the peace resolution in Boma state. As part of this process, over 650 participants attended a two-day peace conference, deliberated on conflict related issues and developed a resolution that addresses an intergenerational conflict among the Boma state youth and promotes peaceful approaches for handling community conflicts.

A number of actions contributed to both improved and inclusive governance and services (MO2) and supporting people to fulfil their legitimate and active role for positive change in societies (MO 3). FCA promoted participatory peace processes, which contributed to enhanced social cohesion and peaceful coexistence of the communities. In terms of capacity development, SSUCO facilitated trainings for

traditional chiefs, women, youth, and interchurches committees in Boma and Jonglei states. Following the trainings, the participants were able to establish peace committees, which can facilitate the rollout of the peace dialogues and public outreach peace campaigns in selected conflict flash points and cattle camps.

One youth centre was constructed and equipped with youth recreational materials. The activities will allow the youth to interact positively, strengthen their relationships with one another, and help to disengage from negative activities.

CBO’s/groups including one women’s group, one youth group and five farmers groups were trained on carpentry, catering and agro-dealership activities. As a result, they have been able to improve their food security and livelihoods for greater resilience against future shocks.

Disaster prone communities’ capacity to prepare for and recover from disasters was enhanced through six training trainings on preparedness/DRR. The participants were mainly farmers and other community members.

Evaluations and Studies

In 2018, two project end evaluations, CP evaluation and context analysis were conducted in South Sudan.

South Sudan country programme evaluation (2013– 2017) concluded that FCA has made significant strides in improving the lives of the communities it serves in South Sudan. FCA’s work has been relevant and effective. Sustainability of the actions was however challenged by external factors, such as conflict and displacement.

In the education sector, stakeholders consider FCA a strong partner. Effective and impactful services have been provided, particularly in teacher and PTA trainings as well as construction of temporary and permanent learning spaces. It was observed that teachers have improved their performance indicators and more children are now attending school.

FCA’s peace work focusing on localized community-led dialogue initiatives, undoubtedly contributed to the reduction of fighting and intra-communal tensions. Livelihoods programming has increased the capacity of the



targeted beneficiaries in farming and other livelihood activities.

The evaluation recommended that FCA should strengthen the interlinkages between the different thematic areas. The peace building initiatives should focus on communities where the local attitudes indicate a willingness for peace talks. To tackle the challenges related to education, a school-feeding programme and further teacher education and teacher incentives were recommended. Also, the school attendance of children that are affected by violence could be supported by providing psychosocial services. In all the thematic areas, programming should focus on in-depth trainings, local capacity building and eg. money saving and lending mechanisms to promote sustainability.

Partnerships and Capacity Building

FCA entered into in a new partnership agreement with Peace in Action and Social Services (PASS), a local NGO specialized in peacebuilding work. This partnership enabled SSUCO to access opposition-controlled areas and thus led to the geographical expansion of peace work.

FCA has developed a strong partnership with United Nations Mission in South Sudan. In 2018, FCA, UNMISS and VISTAS (AECOM) jointly facilitated Jebel Boma peace dialogues between



the Murle and Jei communities in Boma State. Furthermore, together with the local organisations, FCA and UNMISS organized a week long peace tournament in Greater Pibor Area and peace dialogues in Payam and Boma levels. As a core group member of the South Sudan Council of Churches, FCA facilitated the training of over 79 interchurches committees, following which they were able to design peace dialogues, public outreach campaigns and peace conferences in their respective communities.

FCA is an active member of the ACT Forum in South Sudan and an implementing partner as part of ACT Ap-

peals. SSUCO is also well represented in the NGO Forum Steering Committee.

Challenges and lessons learnt

Operating in the opposition held areas was challenging but the overall security situation improved in comparison with 2017. Peace talks made good progress, and open conflict and hostilities diminished in the areas surrounding SSUCO's target areas. However, there was an increasing number of reported cases of inter and intra communal violence.

As a lessons learnt, SSUCO will continue to further develop the integrated programme approach. Combining a

short-term approach through unconditional cash transfers and CFW and a longer-term approach through the provision of livelihood assets not only contributed to improved food security and households' improved coping capacities but also increased children's school enrolment rates, while keeping dropout rates at a minimum.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
10598	SSUCO South Sudan Field Office	FCA	MFA, private, parishes	295,032	310,554
11527	Enhancing sustainable peace and inter-communal reconciliation in Jonglei	FCA	MFA, private, parishes	260,000	271,891
11742	Livelihood support towards early recovery and resilience - Mingkaman	FCA	MFA	180,000	147,583
11774	RBA Horn of Africa Project in South Sudan	LWF	Private, parishes	73,672	73,672
11775	Support for implementation of South Sudan Council of Churches (SSCC) Action Plan for Peace	FCA	EU (through NCA)	116,520	116,520
11781	Food security and Livelihood support for most vulnerable communities in Lakes and Central Equatoria States	FCA	MFA HA 2017, DF	111,911	111,911
11838	Famine Crisis Response - SSD171	FCA	ACT	100,000	82,105
11853	Support to enhance the food security and community coping capacity - Fangak	FCA	DF	58,952	43,247
11904	SSUCO CO - FCA other projects PMER support	FCA	Private	155,324	175,405
11905	Restoring food security and coping capacities in South Sudan	FCA	MFA HA 2018	409,000	344,785
11962	SSD Strengthening civil society and enhancing technical and vocational education and training (TVET) for youth employment	FCA	EU (through NCA)	368,365	324,915
11964	Providing safe access to basic education and protection services for crisis affected populations in Fangak County, Jonglei State	FCA	ECHO, DF	376,644	376,644
11969	Provision of equitable access to quality education for conflict affected children, youth and out-of-school children in Jonglei State (GPAA & Fangak) and Lake State (Awerial County)	FCA	UNICE, DF	428,822	428,822
11976	Complementary Secondary School Education Support to Conflict Affected Children and Youth in Lakes State (Awerial County, Mingkaman) and Jonglei State (Fangak County)	FCA	Charlie Goldsmith	25,685	10,408
Total (€)				3,364,361	3,222,085



UGANDA

Overview of the Uganda country programme

Uganda country programme (CP) was implemented across West Nile, South Western and Mid-Western sub regions in 11 districts of Arua, Yumbe, Adjumani, Moyo, Koboko, Kamwenge, Kibaale, Kakumiro, Lyantonde, Kagiadi and Kyegegwa. In addition, six sub programmes were located in the targeted communities in Rwamwanja, Arua, Yumbe, Adjumani, Moyo and Kyaka. The CP continued to prioritise and expand access to quality and inclusive education, enhance livelihoods of vulnerable groups, and to promote advocacy in more stable and humanitarian contexts.

In May 2018, the Government of Uganda launched the Education Response Plan for Refugees and Host Communities in Uganda (ERP) as a response to the heavy inflow of refugees since 2016. This policy shift also influenced Uganda Country Office's (UGA-



CO) work and at the end of 2018, refugee support projects formed the largest share of UGACO's operations.

FCA is a major education actor in Uganda with demonstrated competencies in Education in Emergencies (EiE) and more recently also in the BTVET sector. This has ensured donors' continued interest in and support to UGACO's work and the refugee response.

FCA was one of the implementing partners of a 12-month consortium project with Save the Children, Nor-

wegian Refugee Council (NRC) and War Child Holland (WCH), funded by the European Civil Protection and Humanitarian Aid Operations. The donors expressed great appreciation for this new implementation modality and decided to extend the operation by two years. Furthermore, Education Cannot Wait (ECW) also decided to channel its funding through the consortium. It is likely that joint planning and implementation will be one of UGACO's key fundraising strategies in the future too.



Progress made in the country programme’s sub-objectives

Key results in 2018

<b>Main Objective 1</b> <b>People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.</b>	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	<p>78% of the 238 trainees who graduated in July were either employed or self-employed.</p> <p>840 people (607 M, 233 F) were trained in entrepreneurship, career guidance and counselling.</p> <p>840 youth (607 M, 233 F) attended life skills development.</p>
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	<p>4,873 people (549 M, 4,324 F) took part in VSLAs.</p> <p>828 people (276 M, 552 F) started a business enterprise, after saving and borrowing from their VSLA groups.</p>
<b>Main Objective 2</b> <b>People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.</b>	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	<p>480 advocacy events focused on supporting the local communities’ participation in local governance and community development.</p> <p>1,509 community engagement events brought together 50,137 participants (30,758 M, 19,379 F).</p>
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/learning	<p>35,599 primary school learners (18,724 M, 16,875 F) benefitted from improved school infrastructure</p> <p>1,293 teachers (807 M, 486 F) participated in teacher trainings.</p> <p>89% of the trained teachers had improved their quality of teaching following the trainings they attended.</p> <p>4,603 secondary school students (3,218 M, 1,385F) gained access to quality education through teacher trainings, construction of classrooms and recruitment of teachers.</p> <p>210 students (14 M, 69F) were provided a scholarship to attend Rwamwanja secondary school.</p> <p>840 trainees were admitted to Rwamwanja BTVET centre, with 799 trainees (585 M, 214 F) completing the course (95 %).</p> <p>1,883 youth (791 M, 1,092 F) took part in the Accelerated Education Program (AEP).</p> <p>123 teachers (81 M, 42 F) were trained in psychosocial support.</p>
<b>Main Objective 3</b> <b>People and Civil Society: People fulfil their legitimate and active role for positive change</b>	
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	<p>140 School Management Committees were supported.</p> <p>8,484 people (4,727 M, 3,757 F) were trained in dialogue building and conflict resolution.</p>
SO 3.3 Disaster prone communities have enhanced capacity to save lives, alleviate human suffering [and bounce back] during and after disasters.	<p>Disaster Risk Reduction (DRR) interventions were implemented in 8 schools and one target community.</p>

Analysis of the key results and achievements

UGACO’s work contributed to the right to inclusive and sustainable economic growth (MO1) through enhanced access to quality vocational education, skills training and support to engage in gainful economic activity. FCA supported women’s and youth’s small business development and increased women’s access to finance.

Functional links between vocational education and skills training (BT-VET) and employment were promoted through Linking Learning to Earning (LL2E). FCA’s Rwamwanja BTVET centre admitted 840 trainees, with 95% completion rate. Out of the first intake of 238 students that completed the training in July, 78% are employed or self-employed. Self-employment mostly focused on agriculture, hair-dressing and tailoring.

The youth’s participation in BTVET training also positively contributed to enhanced social stability. Previously, many of the youth were out of school and exposed to risks associated with casual labour and substance abuse. Participation in BTVET has enhanced their employment opportunities, contributed to their communities’ socio-economic development and peaceful coexistence. The good results of this work have also led to additional funding for FCA’s BTVET work.

The VSLA approach was the key micro-finance model used by UGACO, which enabled beneficiaries to save and borrow for investments, business start-ups and expansions. Savings groups were formed at the community level to reduce poverty by financially and socially empowering vulnerable people, especially women. Altogether 4,873 people took part in VSLAs. In addition, 828 rights-holders, most of them women, started a new business enterprise after saving and borrowing in their VSLA groups.

Several projects contributed to the right to improved and inclusive governance and services (MO2), with focus on enhanced access to protective, safe and stimulating learning environments. With FCA’s support, 40,202 learners benefited from improved quality learning environments at primary and secondary level and over 1,800 youth took part in the Accelerated Education Program (AEP). Furthermore, 840 trainees were trained in entrepreneurship skills and received



career guidance and counselling. The youth also attended life skills training to increase their self-confidence, problem solving and other skills to realize their full potential.

School infrastructure was improved through construction of learning spaces, and FCA also provided school materials. The construction of learner and disability friendly classrooms in the refugee hosting areas increased access to quality education services.

Altogether 1,293 teachers were trained on peer learning and learner-centered, inclusive and gender-sensitive teaching with focus on learners with special needs. The teacher trainings provided the targeted teachers with the necessary pedagogical competences even in resource-limited settings. Following the trainings, 89% of the trained teachers felt that the quality of their teaching had improved. Furthermore, 123 teachers were trained on effective responses to the psychosocial impact of conflict and emergencies.

The Teachers without Borders (TwB) network volunteers supported and mentored 466 teachers in learner-centred pedagogy. The teachers noted that this enabled them to improve their teaching methodologies, and encouraged peer learning in the classroom.

FCA Uganda worked with Omnia Education Partnership (OEP) on entrepreneurship training and to award refugee graduates with Finnish diplomas. To

date, 54 youth have been awarded with diplomas and 44 of them have started successful businesses.

Numerous initiatives supported people in fulfilling their legitimate and active role for positive change in societies (MO3). At the district level, FCA and its partners organised campaigns that promoted a closer dialogue between the civil society and district-based duty bearers. For instance, FCA’s local partners participated in budget formulation and emphasized the importance of budgeting for education, teacher recruitment and deployment. Community members also successfully advocated the government for improved school infrastructure. District education departments were engaged in supporting FCA’s work, which generates synergies and builds sustainability and local ownership.

At the national level, FCA was an active member of the NGO forum, which collectively advocated for increased space for NGOs. NGOs also campaigned against the tough registration guidelines for NGOs.

Many initiatives contributed to more peaceful co-existence in the local communities. Activities such as peace leadership camps and madrasa curriculum development promoted community-based strategies in conflict resolution. Altogether 4,523 youth learnt about peace and development and became active peace agents in their communities. In addition, 140 children rights’ clubs were established



and trained in the target schools. The clubs are now better equipped to sensitise other children of their rights and to promote issues related to children’s safety.

Evaluations and Studies

Two project evaluations were conducted in 2018. Final Evaluation of the project Education in Emergencies Assistance to South Sudanese refugee children in Pagrinya and Bidibidi refugee settlements in West Nile Region of Uganda (11800) noted that the project was able to address the vital educational needs of the targeted children, especially those with special education needs. The findings showed that improvements in the learning environments, namely the construction of schools and the provision of textbooks, resulted in increased enrolment. The evaluation recommended building the capacity of the School for Children with Disabilities to enrol more children and expanding and replicating the Mobile Mentoring approach.

Final Evaluation of the project Improving Access to Quality Education for South Sudanese Refugee Children in Bidibidi and Omugo Refugee Settlements (11703) concluded that deliberate efforts are required to reach out to refugee children’s mothers to enable them to enrol into

schools, especially for vocational skills training. Evaluation also noted that targeted training and psychosocial support for refugee teachers would enable them to progressively recover from the stressful experiences they went through during the war.

Partnerships and Capacity Building

In addition to continued partnerships with the Ministry of Foreign Affairs for Finland (MFA), ECHO and UNICEF, new partnerships were initiated with UNHCR and Enabel. Furthermore, because of FCA’s good work in the refugee settlements, UNHCR nominated FCA as the Co-lead for the national education in Emergencies (EiE) Sector Working Group jointly with the Ministry of Education and Sports. Consequently, FCA will host the EiE coordinator in 2019.

Partner capacity building remained an important priority for UGACO and focused on inclusion and gender equality and monitoring, reporting and evaluation for improved programme quality. Partners also took part in FCA’s 2019 annual planning process. The capacity building of UGACO’s partner organisation Uganda Change Agent Association (UCAA) focused on providing technical

assistance related to the implementation of the UPR recommendations made by the UPR Peer review. Support was also provided to partner platforms for joint learning and to strengthen advocacy and lobbying at local and national levels.

Challenges and lessons learnt

The Uganda CP has experienced unprecedented growth since 2017. The growth has come with additional demands for increased human resources and human resource management skills. In the current context, most project are of short duration and staff-turnover is high.

Opening of new field offices necessitated additional resources and equipment. The related logistical challenges contributed to some delays in project implementation.

FCA executed significant construction works. In some cases, the project start was delayed due to the many consultations that UGACO had to organise with all the relevant stakeholders.

UNHCR procedures have tightened, which caused short-term delays in committing funds for new UNHCR funded projects. There is also a possibility that UNHCR will reduce funding for the implementing partners, which might negatively affect also UGACO’s operations.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
10821	Pader Agribusiness and Value Chain Development Project	LWF	MFA, private and parishes	100,000	100,000
11526	FCA Uganda office PMER support for the MFA frame funded programme	FCA	MFA, private and parishes	441,500	541,500
11562	Rwamwanja TVET Project for Congolese refugees and host community	FCA	MFA, private and parishes	410,000	396,000
11682	Stengthening the quality of education in Uganda’s education sector	RACOB AO	MFA, Comic Relief	120,000	120,000
11683	Preventing violent extremism among youth in Uganda	UMYDF	MFA, Common responsibility campaign	150,000	150,000
11777	Women’s Income Generating Support (WINGS) Project	RACOB AO	WB, MFA	80,000	80,000
11800	Education in Emergencies Assistance to South Sudanese refugee children in Pagrinya and Bidibidi refugee settlements in West Nile Region, Uganda	FCA	MFA HA, Disaster Funds	146,400	146,400
11837	Improving access to quality education for South Sudanese refugee children in Bidibidi Refugee	FCA	ECHO, Disaster funds	699 300	699,300
11844	Taping Agriculture potential for Employment through Skilling (TAPES)	FCA	AVSI	16,300	16,300
11845	Allocation of EUR 200,000 to support EiE for South Sudanese refugees fleeing famine in South Sudan to Bidibidi refugee Settlement in Yumbe District- Uganda	FCA	Disaster Funds, parishes	24,000	24,000
11862	EU/AV 2017-2018 Uganda	FCA	EUAV	18,600	18,600
11864	Empowering Women and Girls to excel in businesses in informal settlements/slums of Kampala and Wakiso Districts	DRI	MFA	220,000	219,700
11870	Women in Development for Yumbe and Arua districts in Uganda	UCAA	MFA	210,000	210,000
11906	UGACO CO - FCA other projects PMER support	FCA	Disaster Funds	238,000	259,600
11908	Improving access to safe and secure learning spaces for South Sudanese Refugee Adolescents in Secondary Schools in Omugo Refugee Settlement	FCA	UNICEF	415,000	424,400
11917	Sustainable Comprehensive Response to Education project (SCORE) - Phase 2	FCA	UNICEF	307,700	307,700
11921	Humanitarian Assistant support costs	FCA	Disaster Funds	5,600	5,600
11938	Dormitory Construction at PAKELE Primary School, Adjumani	FCA	Disaster Funds	50,000	48,300
11952	Education and Livelihood Response to South Sudanese Refugees in Bidibidi & Omugo refugee settlement	FCA	UNHCR	1,055,800	1,098,000
11953	Increasing access to Business, Technical, Vocational Education and Training and Secondary Education for Congolese refugee youth in Rwamwanja refugee settlement	FCA	UNHCR	299,000	297,100
11954	Training and Secondary Education	FCA	UNHCR	373,400	367,100
11956	EiE support to the new influx of Congolese refugees in Kyaka II refugee settlement in South Western Uganda	FCA	Disaster Funds	75,000	74,500
11958	ReHOPE interim project 2018	FCA	Disaster Funds	174,900	172,900
11965	Skills training for LWF identified refugee youth in Rwamwanja	FCA	MFA	18,900	8,500
11979	Construction of Classroom Blocks (11) In Bidibidi Refugee Settlement, Yumbe	FCA	UNICEF	305,600	296,300
11984	Construction project, UNICEF Phase II (Kamwenge, Kyegegwa and Lamwo DISTRICTS)	FCA	UNICEF	9,800	9,800
Total (€)				4,063,300	4,147,900



# MIDDLE EAST

## IOPT

### Overview of the IOPT country Programme

Year 2018 witnessed the 51<sup>st</sup> year of the Israeli occupation of the West Bank as well as the continuation of the blockade around Gaza with no solution in sight to the protracted crisis. The situation was further complicated by the relocation of the US Embassy from Tel Aviv to Jerusalem and the decision to cut US funding for UNRWA and other organizations that work with highly vulnerable groups of the Palestinian population.

FCA's country programme (CP) continued to expand its engagement in the education sector and gradually



48

East Jerusalemite children at risk of dropping out of school were paired with volunteer mentors and took part in non-formal education activities.

shifting away from livelihood work. The focus of the programme was on the provision of non-formal education and increased quality of formal education. New pilots included co-



36

Palestinian teachers participated in in-service training in two schools in the West Bank.

operation with the Teachers without Borders (TwB) network in the West Bank and provision of non-formal education to Israeli teenagers in secondary schools.

648

direct beneficiaries reached by the IOPT Programme in 2018.

517 131



### Progress made in the country programme's sub-objectives

#### Key results in 2018

Main Objective 1	
People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.	
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	27 new full and part-time jobs were created for Palestinian women in agricultural cooperatives in the West Bank.
Main Objective 2	
People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.	
SO 2.2 Children and youth have equal and un-interrupted access to inclusive quality education/learning	48 East Jerusalemite children at risk of dropping out of school were paired with volunteer mentors and took part in non-formal education activities. 162 Israeli students from both Jewish and Palestinian backgrounds participated in workshops aiming to increase their socio-political understanding and civic activity. 40 training sessions were organized for 341 Palestinian female farmers in the West Bank on thyme cultivation, marketing, financial management and community based savings and loans mechanisms. 36 Palestinian teachers participated in in-service training in two schools in the West Bank.
Main Objective 3	
People and Civil Society: People fulfil their legitimate and active role for positive change	
SO 3.1 Local communities and their members play an active and leading role in the societal development, contributing to enhanced social cohesion	28 workshops were organized in Israeli secondary schools on gun violence, discrimination and against domestic violence.
SO 3.2 Civil society partnerships and networks are strengthened and promote participation, open dialogue and positive social change.	6 facilitators were trained to conduct workshops for Israeli secondary school students focusing on socio-political awareness and civic activity. 55 Palestinian university students were trained as volunteer mentors for children at risk at dropping out of school.

#### Analysis of the key results and achievements

Due to thematic shifts in the country strategy, 2018 was the last year when FCA supported women's agricultural livelihoods in the West Bank contributing to the objective promoting the right to inclusive and sustainable economic growth (MO1). Due to their strengthened marketing skills and better linkages to markets, the agricultural cooperatives enhanced their profitability, which enabled the creation of 27 new jobs for local women in the rural Qalqiliya, where unemployment rate is high and women have limited economic opportunities. The village savings and loans associations also

granted micro loans for the total worth of 90,000 euros for the development of rural livelihoods in Qalqiliya. In the education sector, the CP contributed to promote the achievement of the right to improved and inclusive governance and services (MO2). Work focused on the provision of non-formal education to hundreds of learners from Palestinian and Israeli backgrounds. In addition, 40 training sessions in various agribusiness skills were organised for more than 300 Palestinian rural women in the West Bank. In East Jerusalem, FCA and its local partner ensured access to non-formal education for 48 Palestinian children at high risk of being excluded from formal education. The initiative was complemented with a

training in positive discipline techniques given to 57 parents whose children were on the verge of dropping out of school. As a new opening, FCA supported an Israeli partner in organizing extracurricular activities for 162 secondary school students in the form of workshops that offered a forum and tools for discussing sensitive socio-political issues and encouraged the students' civic activism. At the end of the process, 75% of the participants from Palestinian background reported that they would choose non-violent means to address an external threat to their quality of life, compared to the baseline of 46%. In formal education, FCA successfully piloted TwB cooperation and recruited the first volunteers to work on



teacher training and school development in the West Bank. After identifying needs together with the targeted schools, FCA's volunteers offered in-service training on inclusive education and learner-centred teaching and learning methods to 36 Palestinian teachers with a high satisfaction rate for the training.

Synergies were successfully created between promoting improved governance and services (MO2) and supporting people to fulfil their legitimate and active role for positive change in societies (MO3). Two education projects trained volunteer mentors and facilitators to support the implementation of project activities, hence strengthening the skills and capacities of the local civil society in East Jerusalem and Israel. The participants who have taken interest in volunteering and civil society activism are overwhelmingly female (87% in East Jerusalem and 66% in Israel). As a result, FCA will analyse how to encourage greater participation by men, as the involvement of positive and relatable male role models for boys and young men is very much needed.

Evaluations and Studies

A final evaluation was commissioned for the Qalqiliya Agriculture Livelihood

Project (11670) implemented by a local partner in the West Bank in 2016-2018. The report concluded that the project had met and/or surpassed many of its expected results and targets, provided unforeseen additional benefits and had direct positive impact on the right holders' lives. The Value Chain Approach had clear added value. The recommendations included advocacy to promote women's empowerment and early integration of disaster risk reduction into the project.

A mid-term evaluation was conducted of the project Instilling Human Rights Values in Israel's Future Soldiers (11668) implemented by a local partner in Israel. The report concluded that the project had potential impact and strong relevance in content, activities and target group. The evaluation recommendations included improvements in the internal monitoring system and the development of appropriate indicators to assess long-term impact.

Partnerships and Capacity Building

The partnership with the Israeli partner Rabbis for Human Rights was terminated but FCA's partnership portfolio was complemented with a new Israeli partner Sadaka Reut Arab

Jewish Youth Partnership in non-formal education. The capacity building needs identified in the partnership assessment focusing on finance administration and fundraising will be addressed in 2019.

Challenges and lessons learnt

The departure of FCA's long-time manager was one of the key challenges in 2018. The successful continuation of the programme and management of the transition period was ensured through close cooperation between FCA's programme staff and the head office.

The steering committee formed in the TwB initiative has proven to be a good channel for engaging stakeholders and promoting dialogue between the rights holders and duty bearers - especially school headmasters, the Palestinian Ministry of Education and UNESCO - and for FCA to have a space to engage the duty bearers. This has contributed to good relationships with UNESCO and the Ministry that can be leveraged for future initiatives.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11848	IOPT Office	FCA	MFA	160,760	154,227
11668	Instilling Human Rights Values in Israel's Future Soldiers	Rabbis for Human Rights	FLA	20,000	20,000
11819	Big Brother Big Sister phase 2	Arab Councelling Center for Education	MFA	100,000	95,959
11670	Qalqilia Agriculture Livelihoods Project	Economic and Social Development Center	MFA	100,000	97,000
12012	IOPT School Workshops Project phase1	Sadaka Reut Arab Jewish Youth Partnership	FCA	12,324	12,324
10250*	Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI)	WCC	MFA	90,000	128,385

\* Project managed from the HO

Total (€) 483,084 507,895

JORDAN

Overview of the Jordan country programme

In 2018, the Jordan country programme (CP) was implemented in Amman and the northern part of the country with the heaviest concentrations of Syrian refugees.

While the protracted crisis in Syria continues, the presence of Syrian refugees affects the Jordanian society in many ways. Currently, no immediate mass return of displaced people to Syria is expected. Simultaneously, Jordan struggles with a high youth unemployment rate and economic stagnation. In this context, FCA Jordan CP has shifted its focus to building the resilience of the refugees and their Jordanian host communities.



49

new businesses were established by 51 entrepreneurship training graduates. The businesses created jobs for 21 employees.



1,339

Syrian and Jordanian youth participated in vocational and entrepreneurial skills trainings.



6,976

Direct beneficiaries reached by the Jordan Programme in 2018.

3,021 3,955



Progress made in the country programme’s sub-objectives

Key results in 2018

<b>Main Objective 1</b> <b>People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.</b>	
SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion	53 TVET students took part in a course on starting own business and were equipped with start-up kits.  51 aspiring entrepreneurs were provided with start-up grants and business coaching to help to kick-start their businesses.  488 persons benefitted from career counselling and were supported by on-the-job-instructors.
SO 1.2 People in vulnerable situations engage in and benefit from inclusive and sustainable economic growth	46 people (32 M, 14 F) earned an income through Cash-for-Work.  84 TVET graduates were linked with job opportunities.  49 new businesses were established by 51 entrepreneurship training graduates. The businesses created jobs for 21 employees.
<b>Main Objective 2</b> <b>People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.</b>	
SO 2.1 Policies and processes promote a positive change and are transparent, responsive and participatory	32 career counsellors and on-the-job instructors were trained.  336 TVET students were informed about labor rights and labor law.  Two events were organized and one policy paper produced to create opportunities for home-based businesses and promote closer cooperation between TVET providers and private sector actors.
SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/ learning	1,339 Syrian and Jordanian youth participated in vocational and entrepreneurial skills trainings.  3,989 Syrian and Jordanian youth took part in English and ICT courses and recreational activities.  17 early childcare specialists participated in ToT on parenting skills.  7 vocational teachers were trained in teaching methodologies for persons with disabilities.

Analysis of the key results and achievements

FCA’s efforts to promote the right to inclusive and sustainable economic growth (MO1) focused on ensuring the smooth transition of TVET and entrepreneurship graduates from studies to economically prwoductive activities. Consequently, more than 600 persons benefited from Linking Learning to Earning (LL2E) mechanisms, such as start-up grants and kits as well as career counselling and on-the-job training. Additionally, 84 TVET graduates were linked to vacant jobs in the labour market.

The graduates of FCA’s entrepreneurship trainings established 49

businesses, which also employed 21 people. Moreover, 46 people earned an income through Cash-for-Work as trainers or teachers in FCA’s non-formal education activities. This win-win situation enabled FCA to tap into the locally available expertise and support the members of the refugee communities to access scarce job opportunities available in the camps.

The CP promoted the right to improved and inclusive governance and services (MO2) for nearly 4,000 young Syrian refugees and their host community members through non-formal education, including English and ICT courses as well as recreational activities, such as circus and football.

FCA has increasingly focused on resilience building to enable refugees and the host communities to strengthen their self-reliance. The vocational and entrepreneurial trainings reached 1,339 Syrians and Jordanians. Following the trainings, 97% of the trainees felt that their skills had improved, giving them an advantage in the labour market. The CP is actively promoting women’s participation and more than 50% of the trainees were women, thus enhancing their opportunities for an improved economic status.

FCA was also involved in the development of the local education sector by providing 17 early childhood care specialists with Training of Trainers in parenting skills and strengthening the

capacity of six vocational teachers in teaching methodologies designed to support learners with disabilities. The latter intervention further contributed to the successful graduation of 55 TVET students with disabilities.

The CP also organised two events and published one policy paper to address the barriers for home-based businesses and to promote closer collaboration between vocational training institutions and private sector to ensure the relevance of the vocational curricula and future employment opportunities. Furthermore, 336 TVET students were informed about their legal rights in the labour market. Local duty-bearer capacities were simultaneously built when 32 vocational training institute and private sector representatives participated in trainings on career counselling and on-the-job-instruction.

Evaluations and Studies

A final evaluation was conducted of FCA’s project focusing on enhanced livelihoods and access to labour market opportunities for Syrian refugees and vulnerable Jordanians (11762). Positive feedback was given especially to FCA’s facilitators who supported the entrepreneurs. The evaluation noted that similar interventions would benefit from closer linkages between the vocational trainees and the labour market and that they should offer more practical training opportunities.

The evaluation also recommended that the incubation period of the entrepreneurship track should be prolonged to ensure support to start-up businesses at their most critical stage.

The CP also conducted an education thematic assessment. The assessment note that FCA’s technical capacity in the education sector is strong, and the learners and their parents are satisfied with the non-formal education activities, especially English and ICT courses. Based on the recommendations, the CP has hired an M&E specialist to improve its MEAL performance. Awareness raising on child labour and early marriages will also be considered when designing future humanitarian interventions.

Partnerships and Capacity Building

A new local partner was chosen to support the implementation of a livelihood project to be launched in 2019. The partner’s capacity will be built based on the conclusions of the partnership assessment.

FCA is an active participant in the sectoral and cross-sectoral Amman-based working groups in education, livelihoods, protection, government liaison working groups and coordination meetings in both camps.

New private and public sector partnerships were built especially with training providers and employers to ensure a god fit between the vocational

training and the needs in the labour market.

Challenges and lessons learnt

After years of protracted crisis in Syria, the international donor community is gradually shifting focus away from the regional refugee situation, hence diminishing the available resources for humanitarian aid.

Lessons learnt include the need for longer career counselling and business coaching to ensure effective support to the rights-holders in their new (self)-employment. This will contribute to strengthen the sustainability and impact of FCA’s interventions.



Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
10780	Middle East Regional Office	FCA	MFA	105,800	114,076
11650	Finding Lost Generation	FCA	Private donation	585,870	617,310
11762	Enhancing Quality Access and Fostering Education Opportunities for Conflict Affected Children in Al Raqqa	FCA	RDPP/Danida	872,952	860,071
11911	Middle East Regional Office costs	FCA	FCA own funds	238,540	259,335
11971	Linking learning to earning	FCA	Corporate donation	29,084	24,518
11968	To assist Syrian youth in refugee camps to envision their future through the provision of needed skills trainings.	FCA	MONDO	21,827	23,355
11913	Bridging Learning Gaps for Syrian and Jordanian Children and Youth	FCA	MFA HA, Comic Relief	159,871	19,523
11983	JOR Business assistance, monitoring and modelling (BAMM)	FCA	FCA	10,000	9,198
Total (€)				2,023,944	1,927,386



SYRIA

Overview of the Syria country programme

FCA continued building its Syria programme in the education sector but with a shifting geographical focus and changes in the partnerships. In the course of 2018, the government of Syria made significant territorial gains in the protracted conflict. At the same time, FCA encountered major challenges in accessing its project areas in the northern part of the country, making monitoring of the projects impossible. This forced the country programme to shift its focus to more accessible areas in Central Syria. The work concentrated on the rehabilitation of school buildings in the less volatile areas of the country. Functional and safe schools are one of the key factors that IDP families are known to prioritise when they consider returning to their old home communities.



3,979

conflict-affected children accessed formal education through rehabilitation of 11 schools.



90%

of the 393 trained teachers indicated increased knowledge and skills in school and classroom management and modern teaching and learning methodologies.



2,000

conflict-affected children were equipped with school kits.

10,620

Direct beneficiaries reached by the Syria Programme in 2018.

5,696 4,924

Progress made in the country programme’s sub-objectives

Key results in 2018

Main Objective 1

People and Private Sector: People can claim and enjoy their right to inclusive and sustainable economic growth for poverty eradication.

SO 1.1 Youth and young adults in vulnerable situations become economically self-reliant and contribute positively to social cohesion

94 conflict-affected Syrians earned an income through cash-for-work activities.

Main Objective 2

People and Governance: People can claim and enjoy their right to improved and inclusive governance and services.

SO 2.2 Children and youth have equal and uninterrupted access to inclusive quality education/ learning

3,979 conflict-affected children accessed formal education through rehabilitation of 11 schools.

2,000 conflict-affected children were equipped with school kits.

2,888 girls and 3,266 boys accessed non-formal education activities in 8 educational festivals organized in IDP camps.

393 teachers (238 M, 155 F) took part in in-service training.

90% of the 393 trained teachers indicated increased knowledge and skills in school and classroom management and modern teaching and learning methodologies

Analysis of the key results and achievements

It is estimated that 75% of Syrians currently live under the national poverty line due to the protracted war. In 2018, the country programme (CP) contributed to the right to inclusive and sustainable economic growth (MO1) through the provision of cash-for-work opportunities in infrastructure repair for 94 persons in conflict affected communities. Due to cultural reasons, infrastructure repair involving heavy manual labour attracted mostly male participants. In 2019, the CP will aim to identify more income-generating opportunities also for women.

The main focus of the CP was on the right to improved and inclusive governance and services (MO2). More than 10,000 learners gained access to formal and non-formal education through school rehabilitation, school kit provision and educational festivals that complemented the services provided by schools in IDP camps.

The quality of education was promoted through in-service training for 393 teachers to strengthen their capacity to work with conflict-affected learners. Notably, 39% of the trained teachers were women, which is a good achievement in the culturally conservative environment in the target area, which does not normally favour female participation in similar activities.



Evaluations and Studies

FCA and its new partner St. Ephrem Patriarchate Development Committee (EPDC) conducted a joint education needs assessment. The results highlighted e.g. the need for strengthened child protection and school rehabilitation as well as greater attention to out-of-school children and children. The conclusions will inform the development of the new project with EPDC in 2019.

Partnerships and Capacity Building

A long-term partnership with the American NGO International Orthodox Christian Charities (IOCC) was terminated, as the country programme

strives to work more directly with local partners. A new local partnership was started with St. Ephrem Patriarchate Development Committee (EPDC) in the education sector.

Challenges and lessons learnt

FCA faced significant problems in accessing the project areas, which severely undermined the monitoring of the on-going activities. After concluding that remote monitoring would not meet FCA’s requirements the geographic focus of the programme shifted to more accessible areas. The changes in the programming led to the non-achievement of some of the expected results, eg. the remedial classes and support to the targeted school committees.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)	Costs (€)
11760	Improving Living Conditions for Syrians Affected by the Conflict in Syria	International Orthodox Christian Charities	MFA HA	259,137	257,682
11946	Capacity reinforcement for education staff in Idlib camp school	Watan	FCA	102,294	948,68
11947	Improving access to quality education in Aleppo	Syria Relief	FCA	51,860	49,596
11950	Enhancing Quality Access and Fostering Education Opportunities for Conflict Affected Children in Al Raqqa	White Hats	FCA	9,000	11,718
11960	Central Syria Partnership Assessment	DKH, HEKS, IOCC, NCA and FCA	FCA	5,000	4,195
11922	Educational Support in Conflict-Torn Syria	St. Ephrem Patriarchate Development Committee	MFA HA	20,769	20,769
11914	Syria admin cost	FCA	FCA	207,446	156,249
Total (€)				655,506	595,077



# PROGRAMME IN FINLAND

FCA's work in Finland via resource mobilization, volunteer networks, communication and fundraising has the objective of supporting and resourcing FCA's global programme. FCA co-operates with many domestic actors, volunteer networks, other NGO's and state authorities.

FCA's co-operation with Evangelical Lutheran Church of Finland and its 384 parishes increased the visibility of the results of our work. Altogether 600 liaison persons, volunteers and local parish staff promoted FCA's work and supported our fundraising campaigns. In 2018, eight liaison persons visited FCA's country programme in Nepal and following their return organised 164 events with 6,273 participants to share their experiences and to promote discussion on sustainable development. Some of the events were also part of the Common Responsibility Campaign.

Six FCA's 'Ajankohtaispäivä'-trainings focusing on current issues were participated by 282 persons. Local Survivirsi-sing-ing-events were organized by about 200 local parishes in support of FCA's education work. Furthermore, FCA's theological foundation-document was launched in August and was well received by the local parishes.

In addition to its international activities for the prevention of violent radicalization and extremism, the Network for Religious and Traditional Peacemakers (NETW) continued its Reach Out 2-project with support from European Union's ISF-fund. The project was implemented as part of the National Action Plan (NAP) for the Prevention of Violent Radicalisation and Extremism in close collaboration with Ministry of the Interior of Finland. The project aimed to enhance awareness and build capacity, local collaboration and trust between different officials, civil society actors and religious communities to develop good practices on the development of a family support model and local violent extremism prevention mechanisms. As part of the project, six women working in the social and health sector and in a religious community in Finland, participated in a study trip to Sarpsborg, Norway. The study trip gave the women an opportunity to learn about Sarpsborg's innovative methods in building community cohesion and the family support model and to use this acquired knowledge in their work in Finland.

In order to promote women and girls' participation in PVE efforts in Finland, the Network also successfully concluded its

Women and girls building trust- project that was made possible with the support by Kide Foundation. The project supported trust-building and dialogue between authorities and women, and young people and their parents, and enabled women to increase their expertise and involvement in preventing violent radicalisation. Activities included eg. series of multicultural cooking courses for social workers, police, other authorities, women and girls with the aim to build trust and provide a safe space for dialogue.

The second phase of the Finnish Language Says Welcome -project, now entitled Learning the Language of Participation started in April 2018. The project builds on the successes and lessons learnt of the first phase and focuses on learning the language needed for democratic and societal participation, targeting youth and parents with small children who are at high risk of marginalization. The steering committee consists of TwB, City of Helsinki Education Division and Culture and Leisure Sector, City of Vantaa Immigrant Services, FCA's Reach out -project and Church relations, Finnish Immigration Service, Let's Read Together -network, Metropolia University of Applied Sciences, University of Helsinki and Uusimaa ELY Centre.

The project promotes integration of the asylum seekers who have been granted a residence permit and encourages their participation in the Finnish society. A working group focusing on supporting young adults at risk of marginalization was established in 2018 and includes teachers and experts in democracy education as well as youth from Syria, Afghanistan and Iraq.

The project promotes the integration of asylum seekers who have been granted a residence permit and encourages their participation in the Finnish society. The project will make appropriate language teaching resources more widely available and cooperates with the relevant organizations to enhance their awareness of the target groups' needs. A working group focusing on supporting young adults at risk of marginalization was established in 2018 and includes teachers and experts in democracy education as well as youth from Syria, Afghanistan and Iraq.

# NETWORKS AND VOLUNTEERING

FCA's networks promoted collective engagement and cooperation for global justice. They provided thematic and technical expertise overseas, engaged in fundraising efforts and advocacy, and promoted global education in Finland.

## Network for Religious and Traditional Peacemakers

In 2018, the Network had approximately 50 partners and members globally and its programmatic priorities were reconciliation, traditional and faith-oriented mediators (TFIMs), peace support for Somalia and Buddhist-Muslim Dialogue in South and Southeast Asia. Activities were also undertaken in Libya, Central African Republic and Kenya, and with separate funding in Finland.

Around 300 people participated in trainings organized by the Network, including United Nations (UN) personnel, peace practitioners, policy makers and religious and traditional peacemakers. Network-supported trainings, Religion and Mediation Courses, were organized for the 5<sup>th</sup> time in Switzerland and for the 4<sup>th</sup> time in New York for the UN DPA and DPKO staff. Additional trainings and awareness raising events reached approximately 120 participants, focusing on reconciliation, religion and mediation, inclusivity and insider mediation.

The Network supported the UN in updating its Guidance Note on Insider Mediation and produced briefing papers to inform international stakeholders, particularly the UN, of the current trajectories of peace and conflict dynamics in countries such as Somalia. The Network also contributed through a case study to an OSCE report on Freedom of Religion and Belief (FoRB) and through the Network Inclusivity Working Group to a policy brief A Closer Look - Gender Dynamics in Violent Extremism and Countering Violent Extremism in Asia.

In 2018, the Network also started the consultations to formulate the longer-term strategy with the Core Group and the Advisory Group.

<sup>3</sup>The consortium of the project includes Religion for Peace, Sathirakoses Nagapradipa Foundation, World Faith Development Dialogue and Islamic Relief Worldwide. In addition to the Network Secretariat the project is implemented in close collaboration with FCA MYACO office.

## Peace Support Cluster

The year 2018 marked key steps in peace processes supported by the Network, particularly in Somalia where the Network has been advancing the national reconciliation process since summer 2017. In 2018 the Network, together with partners, conducted country-wide consultations to form the National Reconciliation Framework, built the capacity of national and local authorities in advancing reconciliation and supported a media campaign and strategic communications on forgiveness and reconciliation. Since August 2018, 14 consultations were carried out in all five federal member states of Somalia, Banadir region and Mogadishu.

Network's work in South and Southeast Asia focused on addressing growing identity-based conflict fault lines with particular focus on Buddhist-Muslim relations. This was done through continued collaboration with Asia Working Group and the International Forum on Buddhist Muslim Relations (BMF) to jointly advance analysis, action and advocacy on the pressing conflict dynamics from country level (such as Myanmar, Southern Thailand, Sri Lanka) to regional level. As the highlight of the collaboration by key Network members and partners working in South and Southeast Asia, the FCA/ Network was granted EIDHR project funding of one million for a 30-month large consortium<sup>3</sup> project.

In the Central African Republic (CAR) 7 mediation trainings and 7 coaching sessions on interfaith dialogue, conflict resolution and mediation were organized in the 5 targeted provinces. Altogether 171 people were trained. In Libya, the support for peace and reconciliation focused on strengthening the inclusive Libya Tribal Movement and the implementation of a refined Libyan Social Contract with the purpose of creating an inclusive and peaceful society for all Libyans.





In South Sudan, the Network provided support has led to the South Sudan Council of Churches being recognized as main implementer of reconciliation, and it coordinates its efforts in collaboration with the UN and international actors.

Furthermore, the Network has been leading on three thematic focus areas that are reconciliation, tradition- and faith-orientated insider mediator platform and advancement of the implementation of Freedom of Religion and/or Belief. Concretely the Network has contributed to the development and conceptualisation of a global support mechanism: Platform of Faith Mediators (for tradition and faith orientated insider mediators).

### Inclusivity Cluster

The Network contributed to the inclusion of women and youth in religious and traditional peace processes eg. in South and Southeast Asia, Somalia, Libya and CAR. Furthermore, the Network's Inclusivity Working Group (IWG) continued to ensure robust inclusion in all its activities, namely through engaging in advocacy toward policymakers to ensure inclusivity (particularly in light of the UNSCR 1325 and 2250), through engaging in research to provide evidence-based data on women and young people's potentials and needs in peacebuilding, and through supporting women, youth and minority group peacemakers in their efforts to counter violent extremism and advance peace in their communities. The Network, Kroc Institute for Peace and Justice (IPJ)'s Women PeaceMakers program, Search for Common Ground and Mercy Corps facilitated a roundtable on "Transforming Global-Local Partnerships in Pursuit of Durable Peace" during the 62nd session of the UN Commission on the Status of Women on March 20, 2018.

To inform evidence-based intervention on inclusive peacebuilding in religious contexts the Network together with USIP supported field research focused on the role of

religious women, youth and minority peacemakers engaged in mediation/negotiations. The case studies on Libya, Syria Afghanistan, Myanmar and the Philippines explore the manner in which religious communities impact conflict and peace processes, and the degree to which religious women, youth and minorities peacemakers contribute to the successes or failure of a peace processes.

### Thematic Expertise on Preventing Violent Extremism

The Network strove to create and support innovative collaboration models for preventing violent extremism (PVE), for example the Livelihood Innovations project that seeks to generate community benefits through socially and environmentally sustainable private sector collaboration in Kenya and Somalia.

In addition, the Network continued its research on PVE. This includes the US Department of State-funded research on the Kenyan Criminal Justice System and Rates of Violent Extremism, Global Centre on Cooperative Security led research that culminated in the policy brief A Closer Look – Gender Dynamics in Violent Extremism and Countering Violent Extremism in Asia and two briefing papers on al-Shabaab that were in 2018 included in the UN draft publication Portfolio of Expert Briefing Papers on Peace and Reconciliation in Somalia.

In Finland, the Network's activities focused on supporting collaboration between local and national authorities, and religious and other communities in preventing radicalization and violent extremism. In 2018, the Network continued to promote global knowledge exchange on functional PVE models, for example through the Radicalisation Awareness Network of the European Commission, and by contributing to the design of training for the OSCE-led Leaders against Intolerance and Violent Extremism project.

### Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Budget (€)
11789	Networking	Various network members	POL-50, FCA	242,323
11812	Peace Support	E.g. SOCO, UN agencies, LIAS, INEB, IPTI, Berghof Foundation, Princeton University	MFAMFA POL-50, FCA	372,400
11856A	Peace Support in CAR	CAR NETWS contribution	CAR/NETWS	14,566
11813	Inclusivity	E.g. UN agencies, USIP, various network members (Inclusivity Working Group)	MFA POL-50, FCA	59,154
11814	Prevention of violent extremism	E.g. KECO, UN Office for Genocide Prevention	MFA POL-50,	103,636
11815	Religion and mediation trainings	E.g. FCAA, Swiss Federal Department of Foreign Affairs, ETH Zürich	MFA POL-50,	90,560
11816	Staff and Administration	Religions for Peace, KAICIID (tbc)	MFA POL-50,	328,032
11816A	KAICIID funded Core Support	KAICIID funded Core Support	KAICIID funded Core Support	34,887
11843	Research on Experiences in the Kenyan Criminal Justice System and Rates of Violent Extremism	KECO, Muhuri, KMYA, University of the Free State	US Department of State	320,018
11854	Reach Out 2 (Finland)	E.g. National Coordination group, Mol, Radinet	EUSA, FCA	57,151
11856	Peace-making in Central African Republic	E.g. CARCO, KAICIID	KAICIID, MFA POL-50, FCA	107,835
11827	Kide-säätiö funded women and Girls building trust (Finland)	KIDE, FCO, HO	Kide foundation	46,299
11963	Somalia national and local reconciliation	SOCO, UNDP, UNSOM, Somalia Ministry of Interior	SOCO, UNDP, UNSOM, Somalia Ministry of Interior	338,784
Total (€)				2,115,646

### Teachers without Borders (TwB)

Teachers without Borders (TwB) Finland and its volunteers continued to provide valuable support in enhancing the quality of education in FCA's Country Programmes. In 2018, 26 short-term and long-term volunteers were deployed to FCA Programme Countries in Kenya, Uganda, Central-African Republic, Eritrea, IOPT, Myanmar and Greece.

The TwB volunteers worked on various levels, from ministries to teacher training institutions and individual schools. They served as education specialists in sector development projects and supported planning, capacity building and curriculum development. They contributed to teachers' continuous professional development on pedagogy and didactics. This was done through observing and mentoring, school visits, workshops and trainings, joint material development and curriculum planning.

TwB volunteers have had an important role in supporting the school counselor programme in Cambodia. In addition, Finnish teachers peer-coached Ugandan teachers as a part of the World Teacher Programme, organized together with a Dutch NGO Edukans In the new initiative the Mobile Mentoring Programme, teachers in FCA's target schools in Uganda communicated and interacted with their Finnish teacher mentors via WhatsApp and online tools.



TwB network continued its close co-operation with the steering committee members from Ministry for Foreign Affairs of Finland, Ministry of Education, National Agency of Education, Trade Union of Education in Finland OAJ, University of Helsinki and Finnish Development NGOs, such as Fingo. The development of the FinCapEducation initiative is still ongoing.





## Women's Bank

Women's Bank was founded in 2007 by FCA and a group of Finnish volunteers. Women's Bank aims to increase women's sustainable entrepreneurship and livelihood in developing countries. Women's Bank also has a growing network of active volunteers raising funds and awareness of its mission.

Women's Bank's fundraising record was made in 2018 with over 1.8 million euros raised to support women in developing countries.

The nationwide volunteer network comprised of over 40 local groups with about 1,000 active volunteers who organised over 500 fundraising events. In addition, thousands of volunteers participated in organizing one-off events.

Women's Bank Walk was organised for the ninth consecutive year with events in 75 locations, raising a total of EUR 82,000. During its history, Women's Bank Walk has raised a total of EUR 490,000. Women's Bank Golf took place across 24 golf clubs and was attended by over 1200 players with EUR 40,000 raised in funds. In total, Women's Bank Golf has raised EUR 127,000 since its first tour in 2012.

Women's Bank's coordinators continued developing private fundraising for the effective use of the available resources and

sustained future growth. This was reflected in 6% increase in overall donations, 8% increase in monthly donations and 98% increase in online donations. Digital marketing and telemarketing are the key techniques and there is a stronger focus on sustaining donor relations with Women's Bank's 3,200 monthly donors and 1,600 "shareholders".

FCA is entrusted with the management of Women's Bank funded projects overseen by the Women's Bank Steering Group. In 2018, the Steering Group consisted of nine members, an FCA representative and the chair, Reetta Meriläinen.

Women's Bank also has a Management Group responsible for operational fundraising and volunteer support and a Development Group of development professionals advising project and concept innovation. In 2018, the chair of the Management Group changed and the group participated in a process aiming to ensure quality support to the volunteer network. The Development Group mostly focused on the establishment of a poultry company in Uganda.

In 2018, the Women's Bank portfolio included twelve entrepreneurship, education and cooperative development projects in five countries: Cambodia, Nepal, Myanmar,

Uganda and Central African Republic. The total number of beneficiaries was 26,800. Since its inception, Women's Bank funded projects have directly reached over 59,000 people. Indirectly almost 300,000 people in 15 different countries have benefitted.

FCA and Women's Bank also continued the Skills Donation initiative, which provided six professionals the opportunity to volunteer in short-term assignments in FCA's projects. Also, nine active Women's Bank volunteers participated in the annual self-financed volunteer excursion, which took place in Nepal and visited Women's Bank projects in the country.

---

**IN 2018, WOMEN'S BANK MADE  
ITS FUNDRAISING RECORD  
AND RAISED OVER 1.8 MEUR  
TO SUPPORT WOMEN IN THE  
DEVELOPING COUNTRIES.**



## Changemaker Network

Changemaker Finland is the youth advocacy network of FCA. Changemaker supports youth advocacy and is based on volunteer work and youth participation. Changemaker strives for global justice by educating young people about development issues and organising advocacy campaigns.

In 2018, the network organised two training weekends, five other trainings on advocacy and four on journalism. Altogether, 110 events were organised in 20 towns. Trainings and participation in events such as World village festival or church-related events enhanced the network's visibility, which contributed to an increase in Changemaker's membership by 132 new members. Inactive members were removed from the register and at the end of the year the total number of Changemaker members was 1,787.

10,000 copies of the Changemaker's own magazine, Globalisti, were published. The two issues focused on food security and peace.

## EAPPI

The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) is an ecumenical initiative that supports local and international efforts to end the Israeli occupation and bring a resolution to the Israeli-Palestinian conflict based on international law and United Nations resolutions.

In 2018, FCA deployed 11 EAs to Occupied Palestinian Territories with support from the MFA. Out of the 20 countries that participate in the EAPPI programme, Finland is one of the largest contributors. FCA also provided direct coordination support to WCC.

The EA volunteers are deployed in the West Bank where they offer protective presence to vulnerable communities

Changemaker's advocacy efforts focused on food security. A petition with 1,929 signatures will be handed over to the Ministry of Agriculture and Forestry of Finland after the parliamentary elections in 2019. In addition to the food security campaign, Changemaker was also actively involved in the youth, peace and security process, as part of developing Finland's National Action Plan on UNSCR 2250 (NAP 2250).

Changemaker also launched a new concept called Changemaker Evenings. They provide a number of ways to take action and a possibility to learn about different global advocacy themes. This concept and the updated advocacy trainings will strengthen Changemaker's focus on effective youth participation in advocacy and the inclusion of youth as active members of their society.

and monitor the compliance of the international humanitarian law and human rights in the Occupied Palestine Territories. Following their deployment period, the EAs participate in advocacy work mainly in Finland. They advocate for civilian protection and policy change, affirming the respect of human rights and international humanitarian law, and urging the international community to actively promote a just peace for both Israelis and Palestinians.

EAPPI's large visibility and advocacy campaign in May 2018 "Somesta selliin-miehityksen virtuaalinen ulottuvuus" included a social media campaign, exhibitions, school visits and presence at the World village festival.



## **PART 3** **PROGRAMME MANAGEMENT AND SUPPORT**

## **FCA'S QUALITY ASSURANCE AND ACCOUNTABILITY**

The Core Humanitarian Standard (CHS) provides FCA with a performance based, verifiable standard to ensure robust quality and accountability management. FCA's recent investments in improved knowledge management will further contribute to enhance programme quality and accountability to all our stakeholders.

### **FCA's quality and accountability framework**

FCA applies the Core Humanitarian Standard (CHS) as the overall framework on quality and accountability, and is certified against the standard. FCA continued aligning its policies, procedures and practices with the CHS, primarily based on the findings of the initial audit conducted in 2017 and the maintenance audit that took place in 2018. During 2018, the focus gradually shifted from head office level to country programme level, i.e. from revision of guiding documents and procedures to implementation and compliance.

The most urgent improvements implemented related to 1) analysing safety of and risks to communities, unintended effects of work, and how to address them; 2) continuous rollout of complaint response mechanism in Country Programmes; and 3) systematic learning from evaluations, audits, reviews, and monitoring. The maintenance audit in June 2018 confirmed that improvements have been adequate but that the rollout of the revised or new guidelines and processes was still underway.

Developments in Knowledge Management and Learning, PMER and Risk Management greatly contributed to addressing the audit findings. In addition, FCA focused on developing safeguarding mechanisms to prevent sexual and other forms of exploitation and abuse, rollout of complaints response mechanism (CRM) and implementation of Child Safeguarding Policy in the country programmes. By the end of 2018, all country programmes had received a training on complaints handling, and support in implementing a context specific CRM. In addition, FCA improved its preparedness to investigate breaches of Code of Conduct at head office level (e.g. Standing Complaint Committee established). As part of the implementation of the Child Safeguarding Policy, child-safeguarding focal points were appointed in several country offices and a Yammer group was started.

### **Knowledge management**

In 2018, FCA established a new staff position at the head office responsible for advancing Knowledge Management. A Knowledge Management Task Force was also established. A participatory consultation process was carried out, focusing on building a common understanding of knowledge management, identifying the appropriate ways of work and clarifying roles and responsibilities in taking knowledge management forward.

For FCA, the essence of knowledge management is to use data, information and knowledge to create value for FCA and the people we work with. Knowledge management brings together the various programmatic and operational functions of FCA, all of which manage knowledge, including PMER, technology and systems, innovations, research and development, communications and people management. Enhanced knowledge management will allow FCA to improve accountability; promote the effective use of agreed processes, tools and guidelines; support informed decision-making and problem solving; stimulate innovations; reduce risks; enable learning and improve programming quality; and support fundraising.

The consultation process fed into the development of FCA's Knowledge Management Plan 2019-2023, to be approved in early 2019. The plan will promote knowledge management in a more systematic and structured way. It includes a baseline from 2018 and objectives for 2023 as well as concrete mechanisms and actions to achieve the set objectives.

Knowledge management was also advanced through management responses in project and programme evaluations, inductions and exit interviews, process descriptions, MEAL Community of Practice, integration of feedback mechanisms into various processes (and piloting of the Listen, Learn and Act approach) and furthering the complaints response mechanism. In addition, FCA staff partici-



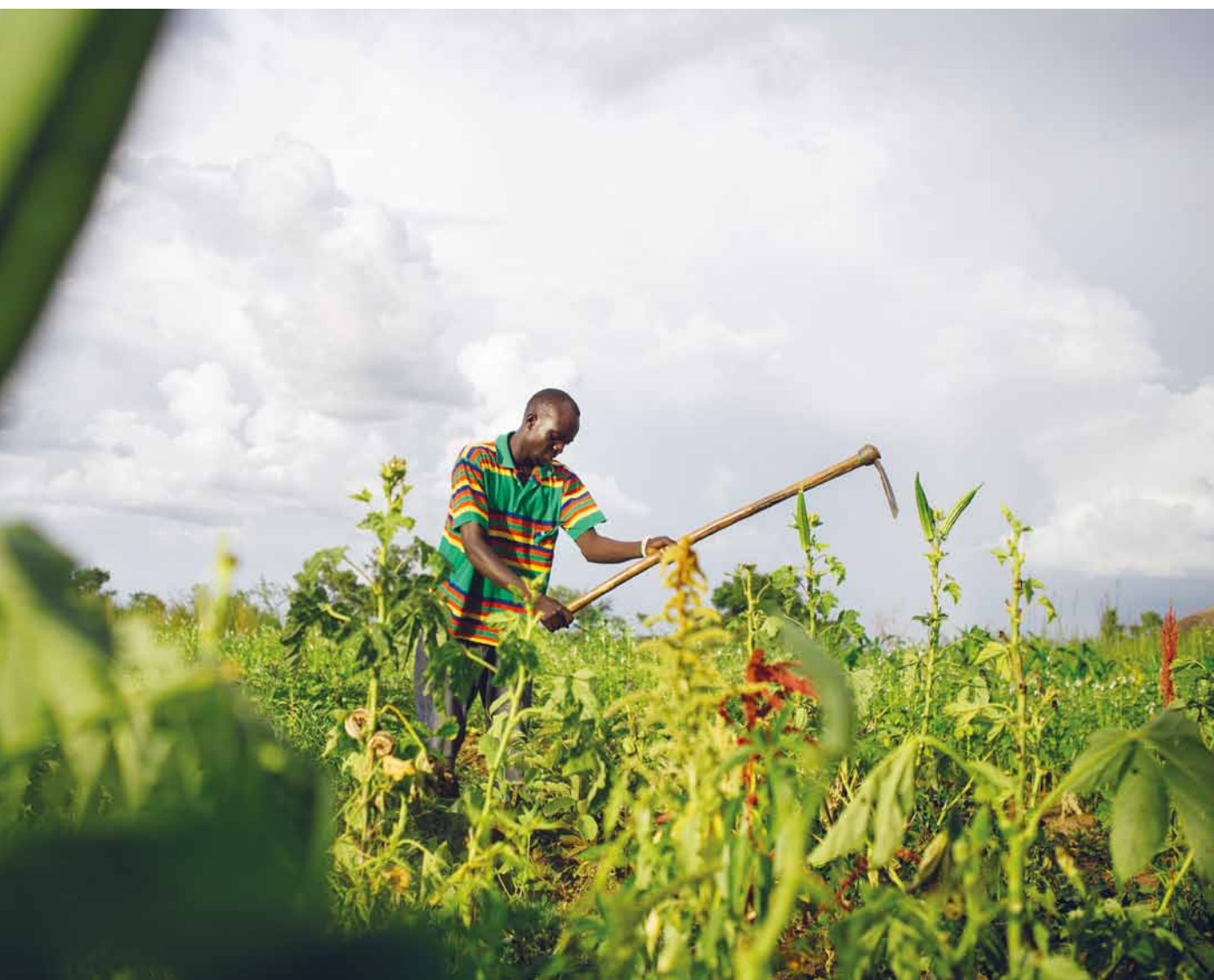
pated in country programme evaluations and programme workshops at country or global level. The meeting structure in the head office and country offices was also improved. The development of FCA's new programme management system (NOW) is also an important platform to support knowledge management.

## PMER

On global and country programme levels, the focus was on the rolling out of the new global programme 2018-2023 and its M&E system. Country programme level data collection and aggregation tools were introduced and capacity building was provided both at country programme and head office levels on all new tools and processes. In late 2018, country programmes were requested to prepare their MEAL (Monitoring, Evaluation, Accountability and Learning) plans to integrate accountability and learning into planning, monitoring and evaluation. Country programme evaluations were conducted in Kenya and South Sudan.

On project level, tools and guidelines were revised and new ones created to ensure that they are in line with the global programme result framework. The integration of the CHS recommendations into project work was enhanced through risk management, systematization of the use of M&E tools and meeting practices supporting systematic learning and improvement.

FCA also finalized the procurement of a Strategy Execution and Program Management System. Salesforce was selected as a platform to be used for the system that was then internally named NOW (Navigating Our Work). The system aims at increasing the quality of PMER, while simplifying data processing and analysis. The system will enable improved results-based management and will amplify FCA's management and analytical capabilities. During the second half of the year, FCA worked closely with the vendor on the detailed design and customization of the tool. Kenya and South Sudan have been involved as first pilot countries. The project team also configured and tested the system's project management, approval chains and financial management functions.



# ADMINISTRATION

The role of Head Office support functions, including finance, HR and general administration, is to ensure and improve the quality of FCA's programmatic work and administration, and to enable good core functions globally.

## Finance and Administration

In 2018, FCA closed the programmes and country offices in Greece and Sierra Leone. The country office in Liberia was not closed as planned and there remains one small EU-funded project implemented by FCA's local partner SHED. The closure of the country offices was a continuation of the exit from Haiti in 2017 and four other countries in 2016, due to funding cuts by the MFA. To minimize possible financial and security risks and to ensure responsible ending of programmes to the extent possible, exiting was done in close co-operation with FCA field staff and partners. In some cases exit was supported by an internal audit to mitigate against potential mismanagement or safety risks to FCA's staff.

Financial management support was provided to the country offices by the manager of international finances and four financial controllers in the Head Office. The controllers supported and monitored their respective country offices. One roving financial controller was based in Uganda and travelled to FCA country offices when needed. Regular visits to programme countries has been a vital part of the controllers' effective support and control function. Finance staff in the Head Office and in the country offices met in their annual planning and training meeting in Jordan in September 2018, with focus on budgeting for 2019. New financial management guidelines for country offices were introduced reflecting more accurately the present financial control environment and organisational changes.

The development of the new project management system continued in 2018, replacing the old Epeli-system in 2019. The comparison and tendering process started in 2017 and the final selection was done in early 2018. The new system will include added features for operational and financial monitoring of project implementation.

During the past few years, FCA's funding base has changed. Instead of stable longer-term funding, work has become more and more project-based and fragmented. This is



reflected also in shorter employment contracts with our staff, based on the project cycles and the related available funding.

MFA's continued support ensures longer-term funding for FCA's country programmes and country offices. MFA funding has allowed FCA to build a field presence in most programme countries. FCA's country offices include implementing staff involved in the daily planning, monitoring, evaluation and reporting (PMER) of programmes and projects, thematic experts and staff working in finance and administration. The country offices also support the capacity building of local partners. FCA's presence in its countries of operation enables LRRD, agility, close working relationships with partners and donors and quality PMER and implementation of quality programme work. In 2018, FCA continued, together with its partners, applying for more funding from global institutional donors and expanding programme work and increasing its impact.





## Human Resources

At the end of 2017 Finn Church Aid (FCA) had a total of 355 employees, of whom 115 worked in the Helsinki office, 31 expatriates served in the programme offices and 209 had been hired locally. Total number of full-time equivalent (FTE) stood at 325. The ratio of locally hired employees in the programme countries was 82 %, which is in line with the objective to employ local staff whenever possible.

To improve managing the global organisation FCA started to organise Leadership Forums twice a year in 2016. The Forum brings together FCA's management team and country directors. During each Leadership Forum organisational and people management are on the agenda. In 2017, senior management discussed FCA's leadership culture and values to build a more unified organisational culture. In addition, an organizational culture that emphasizes ethical values and behavior was also on the agenda

and a survey was conducted at the end of the year. The results will be processed in 2018. Facilitated peer support groups were organised to support country directors in their work and to share best practices within the organisation.

Overall wellbeing of staff remained on a good level based on the report from the occupational health care service and the occupational safety and health inspection. The overall costs of the occupational health care continued to decline and the number of sick leave days per FTE were lower than in the previous year. Working in challenging environments requires investing in the health and wellbeing of staff. FCA continues to provide psycho-social support and competence development to its staff, including security training. An e-learning platform has been operational since 2016 providing a growing number of trainings and induction material.

**FCA RECEIVED THE CORE  
HUMANITARIAN STANDARD (CHS)  
CERTIFICATE IN JUNE 2017.**

## FINANCING OF THE GLOBAL PROGRAMME IN 2017

In 2018, FCA's Global programme financing was based on four relatively equal funding sources: Ministry for Foreign Affairs of Finland, global institutional donors, church and private funding. We continued to strengthen our donor relations and build new partnerships on global and national levels.

In 2018, FCA expended a total of 40,5 MEUR on aid and other operations. The income for the period was 40,0 MEUR. The deficit of the financial period was 0,5 MEUR (2017 result of 0,05 MEUR). At the end of 2018, equity was 10,5 MEUR (13,0 MEUR in 2017). Advances received for disaster relief work, reconstruction, Women's Bank and other operations totaled 6,0 MEUR in the balance sheet (7,9 MEUR in 2017).

The Ministry for Foreign Affairs funding for development co-operation activities was 6,6 MEUR, of which 5,4 MEUR through Partnership Agreement and 1,2 MEUR for the Secretariat of the Network for Religious and Traditional Peacemakers. 3,0 MEUR was received for humanitarian aid. Funds from the Ministry for Foreign Affairs made up 23,8 % (20,8 % in 2017) of FCA's total income.

Support received from the Finnish Evangelical Lutheran parishes, including proceeds from the Common Responsibility Campaign and operational subsidies from the Church Council totaled 7,7 MEUR and were 19,3 % (17,5 %) of the total income.

Income from international funding sources (e.g. EU, ECHO, ACT, SSF, USAID, DFID, KAICIID, UNHCR, UNICEF) totaled 11,0 MEUR (27,5% of the total income) and income from private sector was 10,6 MEUR (26,5 % of the total income).

In 2018, FCA used 86,6 % of the funds for the programme work and 13,4 % for the programme support including communications, fundraising, stakeholder relations and general administration.

**40,5 m.€**

FCA expended on aid and other operations

### Income

**6,6 m.€**

MFA funding for development co-operation

**3,0 m.€**

MFA funding for humanitarian aid

**11,0 m.€**

International funding sources

**10,6 m.€**

private sector funding



# FUNDRAISING

FCA continued to work to ensure a steady growth to enhance our performance and to guarantee the quality and sustainability of our actions. We successfully combined funding from international institutional donors with the support by MFA, parishes and private donors and implemented effective programmes with enhanced impact.

## Domestic fundraising

FCA raised 10,6 million euros from private sources in 2018, mainly from individuals. Monthly donors formed the basis for a steady flow of private funds, largely acquired through face-to-face street fundraising. At the end of 2018, FCA had approximately 23,500 monthly donors, accounting for 39% of the private sector total income.

FCA continued to use various fundraising methods, including tele fundraising, direct marketing, direct response TV-spots, Alternative Gifts (Toisenlainen lahja), digital fundraising and major donor fundraising. FCA also participated in the National Broadcasting Company's (YLE) annual fundraising campaign "Yle Helps Red Nose Day" (Ylen Hyvä Säätiön Nenäpäivä).

10,6 m.€

raised by FCA from private sources

23,500

monthly donors

39%

of the private sector total income

## WeFood Finland

FCA launched a new initiative, WeFood store that sells food that would otherwise become food waste. The volunteer-run, innovative store opened in Finland's capital Helsinki in September 2018. Partnerships started with Heinon Tukku, K-supermarket Sörnäistenniemi, Apetit, Ecolink, Meira, En-

tocube, ArvidNordqvist, Kaslink, Ruohonjuuri, Greenroom, Bonne, Urtekram, Orkla, Roll Foods, Europicnic and with few bakeries. WeFood sold over 30 000 kilos of surplus food during its first 3 months. Altogether 130 volunteers were involved in reducing food waste in WeFood during 2018.

## Parishes and Dioceses

Parishes of Evangelical Lutheran Church of Finland raised funds for FCA's work for the total of 7,69 MEUR. Approximately half of this was non-allocated budget funds from Parish Unions and individual Parishes. Despite the challenges in parishes' financial situations, the budget funds did not decline.

Parishes are strongly committed to Common Responsibility (CR) Campaign, the largest and oldest fundraising

campaign in Finland. FCA receives 60% of CR Campaign's proceeds and in 2018 this accounted for MEUR1,39. The proceeds of CR remained at the same level as in 2017.

Sunday service collections and other events by the Parishes raised over MEUR1. The income from donations was slightly lower than the previous year, mostly due to the general reduction of income in Parishes and yearly income variation in disaster fundraising.



## Global grants

FCA submitted 55 funding proposals to institutional donors, as opposed to 57 proposals in 2017. The majority of proposals were submitted to the UN (18) and to the EU (10); namely to UNICEF, UNHCR, UNWOMEN, UN Peacebuilding fund, UN MTPF, IOM, and EuropeAid, ECHO, EU TF Africa, EU TF Bekou, EU\_EACEA and EU\_EEAS. Other key donors included governments of US, Netherlands, Norway, UK, and Dubai Cares, Education Cannot Wait fund, Somalia Stability Fund and other funds and foundations.

FCA America's (FCAA) fundraising support included relationship building and advocacy with relevant actors, including US Government agencies (primarily USAID and the US Department of State), peer foundations and organizations, multilateral actors (i.e. the Global Partnership for Education and World Bank Group) and multiple United Nations agencies.

FCA's proposal success rate (in number of proposals) in 2018 was 45% (against 33% in 2017), while 15% of submitted applications are still pending. In 2018, FCA submitted proposals worth of 49,3 million €, out of which over 17 million € has been granted and 2,5 million is still pending.

Donor relations have been built successfully and most new grants were based on negotiations in the respective programme countries. In many countries cooperation agreements with UN institutions continue. Grant agreements with new governmental donors and different pooled funds (like Education Cannot Wait) are also an important opening for FCA.

FCA continued developing its expertise on its priority donors as well as strengthening and building new relationships globally. Cooperation with Development Banks has been strengthened and negotiations of a MoU with Islamic Development Bank were initiated in 2018. Furthermore, collaboration with African Development Bank has been enforced. Asian Development Bank operational departments

55

funding proposals to institutional donors submitted by FCA in 2017

57

in 2017

45%

FCA's proposal success rate in 2018 while 15 % of submitted applications are still pending

33%

in 2017

49,3 m.€

worth of proposals submitted in 2018

and FCA's Asia country offices identified pragmatic project opportunities to collaborate on in the spheres of education and women's economic empowerment. As to Gulf donors, a high-level delegation with Pekka Haavisto successfully met with State Ministers of UAE and CEOs of Gulf foundations at the end of 2018. Further actions for practical level co-operation are planned.

Combining funding from international institutional donors with the support from MFA, parishes and private donors has increased the potential to plan and implement effective programmes with enhanced impact.



# COMMUNICATIONS

In 2018, FCA implemented its new communications strategy and visual identity. Effective communications reinforced our brand image, supported fundraising efforts and played an instrumental part in advocacy work.

In 2018, FCA communications unit focused on implementing the new communications strategy and visual identity with the aim of strengthening FCA's brand and producing impactful communications materials and campaigns both in Finland and globally.

During 2018, the communications unit continued to develop in-house capacity to produce videos, animations and graphic designs, and focused more on social media marketing to better reach existing and new audiences. The animated graphics templates for in-house video production contributed to more efficient production processes and a more unified graphic identity.

Altogether 74 staff members participated in communications trainings in FCA's programme countries and in Finland. The trainings increased staff awareness of FCA's communications strategy and readiness to communicate more actively about FCA's work and its results.

FCA communications also carried out an innovative pilot project aiming to create new materials for global education in schools and during events. The initial concept using video, text and audio contents in a 3D model of an African village was tested with different audiences and will be further developed in 2019 together with the Teachers without Borders Network.

A total of 150 articles, news stories, blogs and photo stories were published on FCA's homepage. In addition, FCA published 97 videos on Facebook and 36 on YouTube. More attention was paid to versatile use of the produced materials in multiple channels, which increased cost-effectiveness.

FCA's homepage received 219 837 visits (+5,32 % compared to 2017) and 154 903 (+9,09%) unique visitors. The number of English homepage views grew by 8,88 %.

On social media, FCA was mentioned in Finnish (Kirkon Ulkomaanapu) in 6313 posts with the potential reach of altogether 31 million users. In English FCA was mentioned in 3161 posts with the potential reach of 20 million users. One of the most popular posts was the photo of a banner on the

wall of FCA's building Helsinki with a message: "Blessed are the peacemakers, for they will be called children of God (Matthew 5:9)" to presidents Trump and Putin during their summit in Helsinki in July. Blog posts and videos with a personal angle were popular as well as posts about FCA's new waste food store WeFood and climate change.

Media covered FCA's work out of FCA's own initiative as well as following media's requests to provide expert accounts about our work and operating contexts. FCA's staff was interviewed for example about the humanitarian situation in Syria, the EAPPI (Ecumenical Accompaniment Programme in Palestine and Israel) programme, preventing violent extremism and the situation in the IOPT as well as in Eritrea.

FCA's launch of the new waste food store WeFood, attracted a lot of attention from the media in September 2018. 15 medias were represented in the launch event (including Yle, MTV3, Kirkko&Kaupunki and Iltalehti), and there has been a continuous interest for the concept since then. During autumn 2018, WeFood got over 30 media hits in Finland.

According to media monitoring, FCA was mentioned 1185 times in the media during 2018. FCA built its networks with journalists and photographers, also internationally in its programme countries.

FCA produced two short documentary videos for the Common Responsibility Campaign (CRC) on improving access to quality education as a way to adapt to climate change in Turkana region in Kenya. The documents attracted millions of views while being broadcasted in The Finnish Broadcasting Company Yle's television channels from February to April 2018. The format of the Common Responsibility Campaign documentaries was further developed to gain more visibility at the Finnish Broadcasting Company Yle's channels. In addition, FCA produced several articles for church-related media, materials for volunteers for fundraising purposes and advocacy work for the campaign in the parishes.

A NUMBER OF TRAININGS WERE ORGANIZED IN FCA'S PROGRAMME COUNTRIES AND IN FINLAND. THEY INCREASED STAFF'S AWARENESS OF FCA'S COMMUNICATIONS STRATEGY AND READINESS TO COMMUNICATE MORE ACTIVELY ABOUT FCA'S WORK AND ITS RESULTS.

FCA participated in corporate responsibility campaign "Ykkösketju" launched by Finnwatch. A joint campaign "People, simply" by FCA, Amnesty Finland and the Finnish Red Cross promoted a more multi-voiced and compassionate Finland. Also campaigns to increase the official development aid to 0,7 % of the GDP and advocating for a more focal role of education in the Finnish development policy were planned.

FCA has also published two magazines, Tekoja and Globalisti, with funding from MFA. Tekoja magazine is edited and published by FCA's communications unit. The magazine continued to increase awareness of development issues and to motivate the target audiences (general public, parishes, teachers, journalists, decision-makers and FCA's supporters) to support development cooperation and humanitarian assistance, and to engage in FCA's advocacy work. In 2018, the print run was approximately 39,500 copies. The magazine is also published online on FCA homepage and social media, and most of the articles are available in English and Swedish. Variations of the articles are often published in other newspapers and magazines, which provides more visibility for FCA's work.

Altogether 8,000 teachers ordered the magazine through SubjectAid delivery service, and 85 % has used or were planning to use the magazine in their teaching. All of them considered the magazine as useful for the learners.

According to a reader survey of Tekoja Magazine, the readers were largely satisfied with the contents and the design of the magazine. Ideas for improvement included more diverse and critical stories. These findings will be addressed during in 2019.

Globalisti is the biannual magazine of FCA's youth network Changemaker, and it covers global issues and raises awareness among the youth in Finland. The editorial group of Globalisti magazine consisted of 25 young volunteers. A total of 10,000 copies were printed and over 60% of the copies were sent to schools through the SubjectAid delivery system. The magazine is also available online on Changemaker's website.





# RISK MANAGEMENT, INTERNAL AUDIT AND SECURITY

In 2018, FCA continued to assess, analyse and minimize risks through our risk management system and processes, improved work practices and security measures, and trainings. Internal audit activities were also performed in a number of country offices.

## Risk Management

During 2018, risk management work continued throughout the organisation. FCA started using the new risk assessment tool. The tool was introduced to all Country Directors and Head Office Directors in Leadership Forum that was organised in Helsinki in March 2018. The risk assessment process itself stayed unchanged: entering into a new programme country a context analysis including risk assessment is done. The context analysis is updated as needed. During the project planning stage the risks (internal/external) related to the project are assessed and a mitigation plan is prepared. Implementation includes active risk management.

Programme countries and HO departments assessed and reported risks regularly and a summary of risks, in-

cluding global risks, was presented to the Board of Directors three times/year. Risk assessments were uploaded in FCA's intranet where they could be updated in real time. However, some operating countries faced challenges due to unstable internet connections.

The Core Humanitarian Standard (CHS) initial audit, conducted in 2017, pointed out that FCA's risk analysis does not systematically take risks for communities into account and more attention should be paid to environmental impact of the use of local and natural resources. These audit findings together with feedback from the country offices led to some modifications in the assessment tool.

## Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve FCA's operations. It helps organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal audit enhance and protect organizational value by providing stakeholders with risk based, objective and reliable assurance, advice and insight. Focus is on operations prioritized on the organizational risk analysis and which are considered critical for the achievement of the organizational objectives. Additionally, internal audit may undertake special engagements, including verifications, investigations and consultations.



## Internal audit operations 2018

Risks	Definition
1 Internal Controls	Assessment of relevance and effectiveness of internal controls and verification of control duties.
2 Risk Management	Evaluation of risk management procedures with focus on risk identification, evaluation and on sufficient mitigation.
3 Good Governance	Assessment of the adequacy of good governance.
4 Financial management	Evaluation of the effectivity and efficiency of financial management controls.
5 Partner co-operation	Assessment of PME tool usability.
6 Program management	Nepal Country Office Greek Operations South Sudan Country Office Middle East Regional Office Central African Republic, Audit committee field mission
7 Administrative field missions	Somalia Country Office, Internal Audit Cambodia Country Office, Internal Audit Kenia Country Office, Internal Audit Myanmar Country Office, Internal Audit Central African Republic Country Office, Internal Audit Middle East Regional Office, Audit Committee field mission

## Security

The security and safety of FCA personnel is a priority. This translates into a strong commitment to minimize risks through continuously improved work practices, security measures, appropriate trainings, risk assessments and overall awareness. The main goal is to ensure that work can continue in the most challenging conditions without risking the personal safety and security of FCA personnel.

FCA's security strategy is focused on the acceptance of our presence and work through clear communication of our mandate and goals, coherent actions and on-going dialogue with the local communities and authorities. These are supported by protection measures in response to specific risks and in some rare cases deterrence, such as use of armed guards for the office and residence or for transport in some extreme situations. FCA enters the local communities through partners and seeks close relations with and the involvement of the community.

The primary management tool for security preparedness in FCA country offices is the Security Plan and general security awareness. Country Security Plans (Emergency Plans) were

reviewed during 2017. Country Security Risk Assessments, Standard Operating Procedures and Contingency Plans are in place in order to provide practical security tools for security management and field personnel. In addition to Helsinki-based Security Manager, FCA has a Regional Security Manager Africa based in Nairobi and a Regional Security/Logistics Manager based in Bangui in Central African Republic to assist personnel in all security related issues and trainings. On country level, the identified Security Focal Points support FCA personnel and management in the safe and efficient delivery of programme activities in the designated area of operations.

In 2017, FCA continued to provide travel security training and emergency first-aid training for Head Office personnel and travelers. FCA continued organizing and hosting in-house Hostile Environment Individual Security Training (HEIST) in Kenya, Nairobi. The training continues in 2018. In case of an emergency, ICE 24/7 response center continues to assist FCA personnel worldwide. ICE also assists FCA Crisis Management Team in case of significant security incidents, as necessary.

### Signature

Helsinki 25<sup>th</sup> June 2019

Finn Church Aid

A handwritten signature in black ink, appearing to read 'Jouni Hemberg'.

Jouni Hemberg  
Executive Director



LIST OF ACRONYMS

ACT (Alliance)	Action by Churches Together	HEIST	Hostile Environment Individual Security Training	SIRF	Syria Regional International Non-Governmental Organisation Forum
AMIF	Asylum, Migration and Integration Fund	HO	Head Office	SME	Small and Medium Sized Enterprise
BTVET	Business, Technical, Vocational Education and Training	HRAA	Human Rights Advocacy Alliance	SOCO	Somalia Country Office
CAMCO	Cambodia Country Office	IAEVG	International Association for Educational and Vocational Guidance	SOP	Standard Operating Procedures
CAR	Central African Republic	ICCO	Inter-church Organization for Development Cooperation	SOSWENSA	Somali Southwest Non-State Actors
CARCO	Central African Republic Country Office	ICCPR	International Covenant on Civil and Political Rights	SOYDEN	Somali Youth Development Network
CBD	Caste-Based Discrimination	ICE	In Case of Emergency	SRA	Security Risk Assessments
CBDMC	Community Based Disaster Management Committees	IDP	Internally Displaced Person	SSCC	South Sudan Council of Churches
CBO	Community-based organization	IGA	Income Generating Activities	SSF	Somalia Stability Fund
CCAA	Climate Change Adaptive Agriculture	IIDA	Women's Development Organisation (Somalia)	SSUCO	South Sudan Country Office
CCN	Changemaker Cambodia Network	INEE	Inter-Agency Network for Education in Emergencies	TA	Technical Assistance
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	INGO	International Non-Governmental Organisation	TLS	Temporary Learning Space
CERA	Community Empowerment and Resilience Association	IOCC	International Orthodox Christian Charities	ToT	Training of Trainers
CGC	Career Guidance and Counselling	IOM	International Organization for Migration	TVET	Technical Vocational Education and Training
CHS	Core Humanitarian Standards	IOPT	Israel and the Palestinian Territories	TwB	Teachers without Borders
CM	Changemaker	IPRO	FCA's International Programmes	UCEP	Underprivileged Children's Education Programs
CO	Country Office	IWG	Inclusivity Working Group	UGACO	Uganda Country Office
CP	Country Programme	KAICIID	King Abdullah Bin Abdulaziz International Centre For Interreligious and Intercultural Dialogue	UN HR	United Nations Human Rights (mechanisms)
CPD	Continuous Professional Development	KEKO	Kenya Country Office	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
CR	Common Responsibility	LIAS	Libyan Institute for Advanced Studies	UN	United Nations
CRC	Common Responsibility Campaign	LL2E	Linking Learning to Earning	UNAOC	United Nations Alliance of Civilizations
CRD	Center for Research and Dialogue (Somalia)	LNGO	Local Non-Governmental Organisation	UNDP	United Nations Development Programme
CRM	Complaints Response Mechanisms	LWD	Life with Dignity (Cambodia)	UNESCO	United Nations Educational, Scientific and Cultural Organisation
CSE	Conflict Sensitive Education	LWF	Lutheran World Federation	UNGA	United Nations General Assembly
CSO	Civil Society Organization	M&E	Monitoring and Evaluation	UNHCR	United Nations High Commissioner for Refugees
CVE	Countering Violent Extremism	MEAL	Monitoring, Evaluation, Accountability and Learning	UNICEF	United Nations Children's Fund
CWCC	Cambodia Women's Crisis Center	MERO	Middle East Regional Office	UNOPS	United Nations Office for Project Services
CwD	Children with Disabilities	MFA	Ministry for Foreign Affairs (Finland)	UNU-WIDER	United Nations University World Institute for Development Economics Research
DANIDA	Danish International Development Agency	MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	UPR	Universal Periodic Review
DCA	Dan Church Aid	MoEYS	Ministry of Education, Youth and Sport (Cambodia)	USAID	United States Agency for International Development
DFID	Department of International Development (UK)	MoIFAR	Ministry of Interior Federal Affairs and Reconciliation	USIP	United States Institute of Peace
DKH	Diakonie Katastrophenhilfe	MoU	Memorandum of Understanding	VDC	Village Development Committees
DPA	Department of Political Affairs (UN)	MYACO	Myanmar Country Office	VIKES	Foundation for Media and Development (Finland)
DRR	Disaster Risk Reduction	NCA	Norwegian Church Aid	VOD	Vocational Orientation Department
EAPPI	Ecumenical Accompaniment Programme on Palestine and Israel	NEPCO	Nepal Country Office	VSLA	Village Savings and Loan Association
EAs	Ecumenical Accompaniers (Finland)	NETW	Network for Religious and Traditional Peacemakers	WAC	Women's Agricultural Cooperatives
ECCD	Early Childhood Care and Development	NGO	Non-Governmental Organization	WASH	Water, Sanitation and Hygiene
ECHO	European Commission Humanitarian Aid Department	NNDSWO	Nepal National Dalit Social Welfare Organization	WCC	World Council of Churches
EIDHR	European Instrument for Democracy and Human Rights	NRF	National Reconciliation Framework (Somalia)	WFP	World Food Programme
EiE	Education in Emergencies	OCHA	Office for the Coordination of Humanitarian Affairs (UN)	WGSS	Women and Girls Safe Spaces
ELCF	Evangelical Lutheran Church of Finland	ODA	Official Development Assistance	WHS	World Humanitarian Summit
EPRP	Emergency Preparedness Response Plan	OECD	Organisation for Economic Co-operation and Development	WICAS	Women in Church and Society (LWF's Program)
EU	European Union	OSCE	Organization for Security and Co-operation in Europe	WISE	Wider Security Network
EUAV	EU Aid Volunteers	P/CVE	Preventing and Countering Violent Extremism	YLE	National Broadcasting Company (Finland)
EUAV	European Union Aid Volunteers	PANEL	Participation, Accountability, Non-discrimination and Equality, Empowerment, Legality (principles of RBA)	YPS	Youth, Peace and Security (United Nations Security Council Resolution 2250)
FAO	Food and Agriculture Organization of the United Nations	PKO	Puthi Komar Organization (Cambodia)	YWCA	Young Women's Christian Association
FCA	Finn Church Aid	PME	Planning, Monitoring and Evaluation		
FCAA	Finn Church Aid Americas	PMER	Planning, Monitoring, Evaluation and Reporting		
FCAI	Finn Church Aid Investment Ltd	PTA	Parent-Teacher Association		
FCO	Foreign and Commonwealth Office (UK)	PwD	People with Disabilities		
FGS	Federal Government of Somalia	R2L	Right to Livelihood		
ForB	Freedom of religion and Belief	R2P	Right to Peace		
FWEAN	Federation of Woman Entrepreneurs' Associations of Nepal	R2QE	Right to Quality Education		
GBV	Gender-Based Violence	RACOB AO	Rural Action Community Based Organization (Uganda)		
GEC	Global Education Cluster	RBA	Rights Based Approach		
GEJCP	Gender Equality and Justice Community of Practice (ACT Alliance)	RBEP	Rights Based Empowerment Project		
GFOSS	Open Technologies Alliance	RRT	Rapid Response Team		
GTHS	General and Technical High Schools	SDC	Sustainable Democracy Center (Lebanon)		
		SDGs	Sustainable Development Goals		
		SFCG	Search for Common Ground (CAR)		

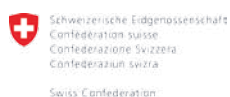




Asylum, Migration and  
Immigration Fund  
Supported by  
The European Union



Internal Security Fund  
Supported by  
The European Union



Ministry of Education  
and Culture



**FCA** Finn Church Aid

Kirkon Ulkomaanapu / Finn Church Aid  
Eteläranta 8, FI-00131 Helsinki

Tel. +358 020 787 1200  
Email: [fca@kua.fi](mailto:fca@kua.fi)  
[finnchurchaid.fi](http://finnchurchaid.fi)