

FINN CHURCH AID GLOBAL PROGRAMME

ANNUAL REPORT 2021



FCA

Finn Church Aid

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**Finn Church Aid used
90% of its funds on
programme work and 10%
on programme support.**



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Navigating in a changing world: adaptation and agility are key to sustainability

THE WORLD HAS CHANGED DRAMATICALLY during these last two years. The Covid-19 pandemic has had a considerable impact in most countries, with the international aid community having to find new and alternative ways of working. Despite all the challenges, FCA has come out of this period with fresh ways of thinking and new and more diverse partnerships.

In several countries, school closures continued with children who were already most at risk of exclusion from quality education being the most affected. In response, we continued to distribute home learning packages, facilitate radio-based learning, organise small group learning, and create community-based solutions to reach learners face to face and share learning materials. Teachers without Borders education experts also continued to play an important role in supporting our education programmes.

We also continued to promote the Linking Learning to Earning (LL2E) approach, which is designed to ensure that youth are not only trained in vocational skills but can also earn a living out of that skill after completing training. Despite the pandemic's effects on vocational education, preparing youth for employment continued uninterrupted in Uganda and South Sudan. In Somalia, we piloted a new initiative with promising results on young women's self-employment.

Job and enterprise creation and improved access to business development services are the means we apply to reduce poverty. In 2021, FCA-supported job creation increased notably. In addition, our programmes helped establish over 6,000 new businesses (74% women-owned), providing a wide range of start-up services. The pilot initiatives for waste management, recycling plastic waste, and using insects for animal feed were launched targeting women in Jordan, Kenya and Nepal in collaboration with the private sector.

We continued to support and strengthen the capacities of ministries, authorities and institutions to deliver services and enhance accountability towards the rights-holders. The duty bearer capacity-building initiatives covered diverse topics, including education sector development, inclusive governance and peacebuilding, as well as women's rights and gender equality. Co-operation with the ministries of education for education sector development took place in Cambodia, Myanmar, Somalia, and South Sudan.

In many of our operating contexts, Civil Society Organizations (CSOs) provide essential services and support to local communities, often substituting for the government, and reaching

“Despite the overall shrinking space for civil society, our support for civil society and community-based efforts increased participation and influence in 2021.”

vulnerable or marginalised people. Despite the overall shrinking space for civil society, our support for civil society and community-based efforts increased participation and influence in 2021. For instance, in Somalia, one new district council was successfully formed in Barawe of Southwest state following an inclusive community-led and owned process. In Nepal, we supported various community-based groups and organisations to advance the rights of marginalised people, including Dalits, ex-bonded labourers, and ethnic minorities.

The impacts of natural disasters and armed conflicts have led to a record number of people needing humanitarian assistance and protection. In 2021, FCA delivered emergency response interventions in refugee and Internal Displaced People (IDP) settings in the Central African Republic, Uganda, South Sudan, Jordan, Syria, Myanmar, and Somalia. In addition, FCA responded to sudden-onset natural disasters and conflict events, including in Haiti, Ethiopia, and Afghanistan.

In line with our strategy, our work focused on fragile and volatile environments. In several country programmes, Covid-19 related restrictions, insecurity and unexpected events slowed programme implementation in our areas of operation. Despite this, our support reached over 495,000 people in Asia, Africa and the Middle East with strong results.

Once again, we wish to express our gratitude to all our donors and the general public for your continued trust in us, enabling us to carry on with this vital work.



Jouni Hemberg
Executive Director
Finn Church Aid

PART 1

FCA GLOBAL STRATEGY 2017 ONWARDS



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 aid cooperation and an important 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. FCA specialises 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 rights-based approach has been at the minimum progressive but depending on the specific context and space available for the civil society, has at times succeeded in reaching a transformative level. The main aim has been to tackle the root causes of poverty and injustice in legislation, customs, norms, and practices, and to contribute towards the full realisation of human rights standards and principles.

FCA's country programmes were supported in the implementation of rights-based approach amidst growing challenges due to Covid-19 pandemic, shrinking civil society space and threats to the international human rights regime. In 2021, FCA continued to strengthen its capacities in gender inclusive human rights-based programming both in the Service and Accountability Centre (SAC) and country offices. We strengthened our role as an enabler and mediator between the right holders and

duty bearers through different capacity building and dialogue processes.

As part of advocacy efforts, FCA enabled dialogue and collaboration between different actors at local, national, regional, and global levels. FCA country offices and partners' capacity was enhanced on advocacy and dialogue building, also as part of continued collaboration with the Lutheran World Federation's (LWF) Local to Global RBA programme (L2G) reinforcing the implementation of RBA in programme and advocacy work and promoting the sharing of learnings.

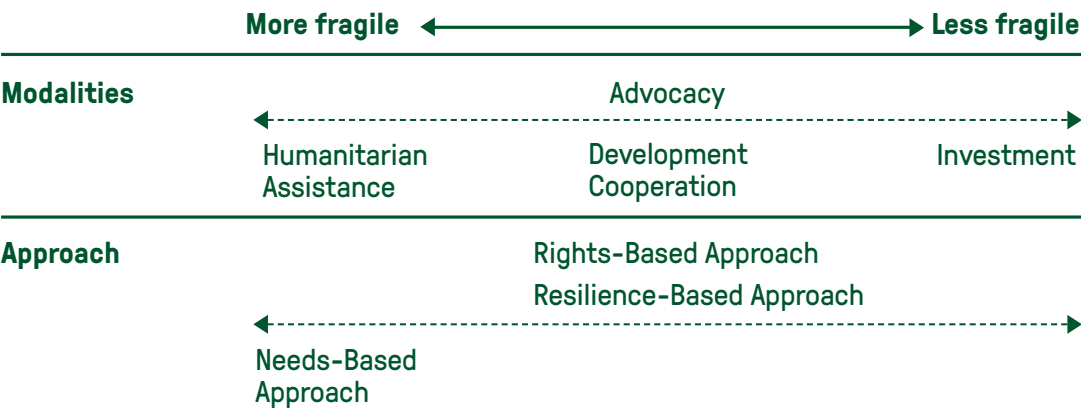
The importance of the Universal Periodic Review has been growing towards the end of its third cycle. FCA continued collaborating with partners as part of the Universal Periodic Review instrument as it offers valuable opportunities for civil society actors at different levels to contribute to the process, to share grass roots human rights concerns, and facilitate dialogue building between duty bearers, right holders and other key stakeholders.

Nepal and Myanmar UPR reviews were held in January 2021. In 2020, FCA with CSO coalitions had provided important inputs to the recommendations given to the countries through their CSO report. Similarly, FCA provided support to the CSO report for the UPR review of Uganda and South Sudan, which were rescheduled until January 2022. FCA also actively contributed to finalising a binding instrument of the Declaration of the Right to Development, and as part of the process provided two written statements based on our long-term work in fragile and volatile environments.

In 2021, FCA did not directly contribute to any of the treaty reporting reviews. However, all FCA country programmes contributed to the implementation of one or several of the Human Rights treaties. These included the Covenant of Economic, Social and Cultural Rights, Convention of the Elimination of All Forms of Discrimination against Women (CEDAW) and Convention of the Rights of the Child (CRC), with increased linkages to the Convention of the Rights of the Persons with Disabilities (CRPD), as well as the Covenant of Civil and Political Rights and the Convention on the Elimination of Racial Discrimination (CERD). For instance, FCA Nepal has aligned its work with CERD and has successfully promoted the meaningful participation of the Dalit population in several projects. FCA's work has also contributed to CRPD through capacitating FCA and partner organisations' staff in disability inclusion. In Kenya, FCA's work contributed to CRC through advocating and promoting access to quality education for all irrespective of race, ethnicity, gender and disability status as part of emergency responses.

FCA's work contributes to regional instruments such as the African Charter on the rights and welfare of the Child (ACHPR), especially through the provision on education services. FCA continued to utilise and work towards strengthening the implementation of Collective rights, the UN SCR 1325 and 2250, UN Guiding

FCA ‘2RBA’
Resilience and Rights Based Approach



principles on Business and HRs, and the utilisation of Thematic, Country Specific Special Procedures and other mechanisms.

During 2021, several country programmes worked to increase the duty bearers’ capacities and response to their obligations. In Cambodia, FCA continued to work with Commune Dispute Resolution Committees (CDRCs) and District Cadastral Committees (DCCs) in addressing local disputes and started a new project on Inclusive Labor Market to increase livelihood opportunities for youth, including persons with disabilities (PwDs). In Nepal, the platforms for rights-holders and government stakeholders promoted improved information sharing, increased mutual collaboration and recognition by the governments of rights-holders as agents of change. Dialogues on caste-based discrimination resulted in increased interest to the issue by political leaders and to concrete initiatives and commitments aiming at reducing caste-based discrimination.

Support to the active participation and leadership of women and youth contributed to the increased and more inclusive involvement of right holders at different levels of decision-making processes. In many programme countries FCA successfully supported women’s participation and leadership in conflict prevention and peacebuilding. Similarly, positive progress on increased youth participation in decision-making and facilitating youth dialogues with duty-bearers took place e.g. in Somalia, Kenya, Cambodia and Uganda.

Furthermore, supporting the positive role of religious and traditional actors has enabled constructive dialogue processes between the right holders and duty bearers and broadened the duty bearer role in different situations, in particular as it relates to the temporary or moral duty bearer roles in fragile situations. Understanding the duty-bearer roles and power dynamics within the existing governance and decision-making structures whether official, parallel, or temporary continued to be critical.



Support to the active participation and leadership of women and youth contributed to their increased and more inclusive involvement at different levels of decision-making processes.

FCA'S WORKING CONTEXTS AND POLICY FRAMEWORK

FCA is committed to tackling poverty in fragile environments where local communities are faced with chronic poverty, conflict, climate change, environmental issues and general lack of opportunities.

Fragile contexts

FCA has made a strategic decision to focus on fragile contexts and countries where our work can have the greatest impact. The majority of FCA programme countries are chronically fragile states 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.

In 2021, in many of FCA's country programmes the Covid-19 pandemic and its negative effects continued. The lockdowns and curfews imposed by the governments restricted movement and gatherings and sometimes made access to target areas difficult. Nepal was the most severely affected country in Asia. Its health infrastructure and hospitals became overwhelmed and did not have the capacity to meet the extensive needs. People's livelihoods were affected and especially the vulnerable and marginalised groups continued to struggle for a second consecutive year. The closure of schools has resulted in increased dropouts and compelled children to work to support their families. In other FCA programme countries too, there were intermittent school closures or rapid transitions to periods of remote learning. In Uganda, during 2020-2021 the schools remained closed for two years causing significant interruption to children and youth's access to education and FCA's education programming.

In Myanmar, the compounding crises of the Covid-19 pandemic and the Military coup d'état and fallout since February 2021 led to increasing armed conflict, new displacements, widespread human rights violations and abuses, and vastly increasing humanitarian caseloads. Conflict and insecurity remained widespread also in most parts of Somalia and with natural disasters were the main drivers of internal displacement in 2021. In the Middle East, in the occupied Palestinian Territories the consequences of the protracted occupation and recurrent and increasing violence continued to affect the local communities and in particular the youth, whose lack of prospects and sense of powerlessness are likely to exacerbate the existing conflict.

Conflict, insecurity, social disruption and economic losses have in particular increased girls' and women's vulnerability to different forms of violence and exploitation. In many areas, children with disabilities and girls have dropped out from school and the number of child and teenage pregnancies and early marriages has increased. Environmental degradation, drought, floods or population movements have put an additional strain

on the already limited resources and in some areas have contributed or led to increased conflicts. In 2021, FCA implemented emergency response interventions in refugee and Internal Displaced People (IDP) settings in seven programme countries and also responded to a number of sudden-onset natural or man-made disasters.

In several FCA programme countries, there have been continued concerns about the respect of human rights, as well as a decline in women's rights, democratic processes and a rise of authoritarianism. In some areas, the restrictions imposed on non-governmental organisations (NGOs) and CSOs to operate freely are seriously reducing their capacity to operate independently and effectively. In 2021, for instance in Myanmar, the shrinking space for civil society presented challenges for operational continuity, while at the same time peace and peacebuilding processes are threatened as global attention shifts and the space for peacemakers shrinks. As a result of the increasing human rights violations in many of FCA's target areas, protection activities have become a more important part of FCA's work and programmes.

FCA Global Programme policy context

FCA's Global Programme has a strong correlation with major donor policy priorities. This is due to a shared commitment to international frameworks, such as 2030 Agenda and the commitments of the World Humanitarian Summit 2016 (WHS), including the Grand Bargain, as well as The Global Compact that seeks to address challenges related to today's migration in ensuring that refugees and the countries and communities that host large numbers of refugees are not left behind.

The principles of sustainable development guide FCA's operations and support the achievement of 2030 Agenda goals in our programme countries. FCA is committed to contributing to the achievement of sustainable development in its three main dimensions - economic, social and environmental - in an integrated and comprehensive manner. In our countries of operation, FCA's work is in line with and contributes to relevant national and local strategies, policies and plans.

Finn Church Aid is fully committed to the Finnish development policy objectives and principles. FCA and Finnish development policy and development cooperation both focus on supporting developing countries in their efforts to eradicate poverty, reduce inequality and advance sustainable development.

WORKING FOR JUST AND RESILIENT SOCIETIES

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, acquire quality education and sustainable livelihoods.

FCA's strategic themes

Right to Livelihood (R2L)

In Right to Livelihood (R2L), FCA continued to promote 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. This work was carried out in increasing synergy with FCA's two other themes, Right to Peace and Right to Quality Education.

In promoting inclusivity, FCA's work in R2L focused on disadvantaged women and on youth of both sexes at risk of marginalisation. In 2021, the majority lived in communities that were either created by displacement such as refugee or IDP camps, or were affected by migration, including refugee hosting communities, urban slums and areas with high out-migration. In 2021, disability inclusion was pursued in R2L programming, even if still on a minor scale. In needs-based emergency livelihoods, disability is one of the vulnerability criteria, whereas in working life persons with disability face complex challenges, and FCA is yet to systematise its action.

In 2021, the Covid-19 pandemic continued to affect FCA's R2L work in context specific ways. At the onset, the gravest livelihood consequences were brought about by attempts to curb the pandemic. Governments lifted restrictions on mobility in 2021, resulting in serious outbreaks of the disease, which e.g. in Nepal led to a state of emergency. The loss of remittances continued to burden the economies particularly in the Asian countries.

In addition to the global pandemic, several countries experienced food and other crises, ranging from floods in e.g. Nepal, Kenya and South Sudan to the military coup in Myanmar, all requiring emergency response to ensure subsistence needs and recovery of livelihoods. In emergency livelihoods, cash-based assistance increased significantly at the offset of the pandemic and continued to do so throughout 2021. Seven country programmes implemented cash activities, e.g. Uganda for the first time. Cash also increasingly transitioned from an exclusively acute-emergency modality to being adopted in fragile contexts as a mechanism to complement and enhance other thematic programming, such as purchase of income-generating assets for more sustainable livelihoods or for educational purposes. Cash was also provided in form of start-up grants to entrepreneurs with viable business



ideas but lacking access to finance e.g. in Jordan.

In South Sudan, cash transfers were implemented in several contexts, ranging from conflict-driven mass displacement to replacement of livelihood assets lost in the floods. Myanmar also implemented integrated cash activities for emergency response in Kachin serving IDPs and returnees. In this case, cash assistance was sent to the beneficiaries over the mobile following on-site assessments by local staff, which proved to be an effective means in a situation where physical access to the highly volatile area was restricted.

While responding to evolving emergencies, FCA continued pursuing equality of opportunity and participation in economic development for all through its other spearheads, promotion of entrepreneurship and employment. Various areas of FCA's R2L work made notable headway.

Livelihoods programming progressed in a number of countries that had previously focused on R2QE and/or R2P related implementation, providing examples of how synergetic programming can effectively contribute to the beneficiaries' resilience in the face of multiple challenges prevalent in a fragile context. In CAR, for example, livelihood activities encouraged



trust and social cohesion by combining sensitisation in conflict management with knowledge and technical skills in on- and off-farm income generation and group-based savings and credit activities. Also, grassroots microfinance, promoted in majority of FCA's country programmes, has fostered a financial planning and saving culture that continues to act as an effectual safeguard, evening out households' economic challenges during crises like the pandemic.

Systemic market development received increasing attention, with the aim of linking marginalised communities with value chains particularly in the food sector. In Myanmar, the screening of potential value chains, e.g. honey, continued in Kayin even if implementation was slowed down by the February coup. In Uganda, the focus was on maize. FCA supported women smallholders to organise into producer groups to tap the ready market for maize provided by Egg Production Uganda Ltd, a company of 15,000 layers established with Women's Bank funding in 2020. During the pilot year 2021, other business opportunities exploiting the maize/poultry synergies were identified and will be pursued in 2022-23. FCA also hosted one of the ten Food System Labs in the Africa-wide "HealthyFoodAfrica" project coordinated

In addition to the global Covid-19 pandemic, several countries experienced food and other crises, all requiring emergency response to ensure subsistence needs and recovery of livelihoods.

by LUKE of Finland. Set up in Rwamwanja Refugee Settlement, the Lab explores farmer organisation as a means to reduce aid dependency.

The Covid-19 pandemic gave a global boost to digital transformation, and it became clearer than ever that digitalisation is a necessary component in any solution that aims to tackle 21st century poverty. In 2021, FCA worked on its digital strategy, which will be enforced in 2022, aiming to mainstream digitalisation in all its employability, employment and livelihood programming.

Several country programmes have already taken steps in this direction. In Jordan, FCA introduced ICT freelancing as a career to



Syrian refugees in Zaa'atri Camp, facilitated by the professionals, also refugees themselves, from the Finland-based organisation Start-up Refugees. The Creative Industries (CI) programme, piloted in Uganda in 2020, continued to prepare refugee and host community youth for careers in video- and photography. In the latter half of 2021, CI took off in Kenya with a digital competency pilot aimed at providing youth in Nairobi's informal settlements with the basic skills and networks needed for online jobs, extending into advanced web design, graphic design and game development in 2022.

Circular economy was another key sector explored by several FCA's country programmes in 2021. This can partly be contributed to FCA's conscious decision to systematise its work in the cross-cutting Climate Action, partly driven by the effects of climate change felt in the operating countries.

Kenya country programme, well established in refugee education and peace building, expanded its R2L portfolio by partnering with a Nairobi-based waste management company to train and organise waste pickers for collection of recyclable waste, with improved work safety and better incomes, and at the same time reducing the stress on urban environment. Nepal introduced a BUZZ concept in response to FCA-affiliated Women's Bank's call for innovative business cases that promote women's entrepreneurship and was selected for proof-of-concept and piloting in 2021-22. BUZZ is designed to test the feasibility of farming Black Soldier Fly Larvae, which feed on organic waste, for protein-rich animal food in Nepalese conditions. The pilot will build on the strong women's cooperatives developed during earlier projects and partner with the private sector.

Linking Learning to Earning (LL2E) approach that addresses the transition of youth from education to employment remained FCA's main vehicle in employment-related programming. Building individual capacities for a decent living is at the core of LL2E; yet when based on solid job market and private sector

engagement, it also indirectly stimulates investments by providing skilled workforce to enterprises in growth sectors. Despite the pandemic's effects on vocational education, preparing youth for employment continued uninterrupted in Uganda and South Sudan. In Somalia LL2E was piloted with promising effects on young women's self-employment, and the direct link between education and employment created both interest and positive perceptions towards vocational jobs among the youth. The military coup in Myanmar repealed the plans to collaborate with the government in developing the country's youth employment strategy, and the focus was successfully shifted from Ministry level to monastic schools.

R2L related advocacy targets on country level pertained to specific programme priorities highlighting e.g. constraints faced by women in economic participation and communities' access to public services and funds for livelihoods development. On global level FCA put increasing effort to following and contributing to global development finance discussions where the private sector plays an important role. Jointly with FCAI, solutions were provided at Finland's and global level on rethinking ODA and the potential of private investments to facilitate development.

Right to Quality Education (R2QE)

In 2021, FCA's R2QE education interventions increased in humanitarian settings, growing the number and extent of Education in Emergencies (EiE) responses. FCA continued improving access and quality of education, based on FCA's Education Strategy (2019) through the four strategic pillars or Education in Emergencies (EiE); Technical and Vocational Education and Training (TVET) and Linking Learning to Earning (LL2E); Education Sector Development, and Teacher Education, while following FCA's EiE Guidance and Humanitarian Strategy. Holistic programming is growing through projects combining R2L, R2P and R2QE objectives and cross-cutting issues such as gender equality, disability inclusion and climate action, which are increasingly visible in R2QE theme activities.

In 2021, the impact of Covid-19 pandemic weighed on education efforts globally. School closures and distance learning continued, resulting in a rapid increase of tools for online education. FCA's education work was heavily impacted as well, as for example Uganda continued the world's longest school closure for most of 2021, only opening schools briefly to graduating classes. To ensure learning continued in FCA's education programmes from primary to TVET, teaching had to be adapted to include analogue and/or hybrid methods, in addition to modified face to face teaching and learning modalities. Small group learning and community-based learning for ECD, primary, secondary and AEP students were continued throughout East Africa amongst others. These teaching modalities made use of pen and paper and face to face teaching. Self-study packages and other written materials were still the main source of learning to a large proportion of primary and secondary students. Radio and SMS lessons were continued not only due to continued school closures, but some Ministries of Education, e.g. in Uganda, Kenya and Somalia, decided to keep implementing them as remedial teaching. In most countries where FCA implements TVET, training and community learning centres remained open at least for part of the year, enabling completion of the training. FCA endeavoured to utilise the newest and pedagogically most viable platforms and online programmes in



contexts with sufficient infrastructure, such as Teams, Telegram and WhatsApp.

Despite school closures FCA was able to increase investment in capacity building of teachers, and community structures, from ECD to TVET. The number of trainings increased in 2021 from 2020, clearly demonstrating teacher training being one of FCA's core areas of R2QE work. In addition to teachers, School Management Committees, Parent Teacher Associations and different Ministry and District level education staffs' capacity was grown in areas such as school management, child protection, psychosocial support, small group learning, pedagogy and online teaching. Furthermore, CGC training continued widely and began for the first time in Somalia. Promoting gender equality, in particular ensuring girls and young women's access and continued schooling, as well as disability inclusion are more strongly embedded in teacher trainings.

The impact of Covid-19 pandemic was also seen in the continued development of digital teacher training modalities. Mobile mentoring was further developed to cover new topics such as Peer Mentor's soft skills. This specific material was implemented in Somalia, the country programme engaging in Mobile Mentoring for the first time. Digital training was used also in TVET and Career guidance counselling. In Cambodia, 60 video lessons on CGC were developed and uploaded to the website of MoEYS and are accessible to all.

Collaboration with Teachers without Borders network has been crucial as they continued supporting FCA's country programmes through distance means, creating training and support materials, facilitating trainings and mobile mentoring, for teachers and even ministry officials. This collaboration is invaluable resource of and access to Finnish Education expertise.

Gender inequalities were further highlighted in 2021 as a result of Covid-19. The number of child and teenage pregnancies, early marriages, child labour and increased mental health problems

Increasing resources and stronger collaboration with partners were used to reach out to children with disabilities.

amongst learners and their families have negatively affected access, retention and transition. Teachers have experienced the same adverse effects and therefore investments in psychosocial support activities, targeting both teachers and learners, were crucial. In Uganda, psychosocial support methods were based on teachers' own wishes and included e.g. mindfulness, group psychosocial support sessions and yoga lessons. The increased emphasis on psychosocial well-being has brought to light an increased number of child protection cases, which FCA has been able to respond to and refer onwards to specialised services, due to the continued efforts in developing and mainstreaming child protection into education programming and service delivery.

To support children and youth, especially girls and young women, in the midst of increased protection issues, FCA increased the use of life skills, menstrual health management and sexual reproductive health rights training components for students and teachers. Boys also received information on sexual reproductive health rights, separate or together with girls, as appropriate in the cultural and religious context. In addition, FCA emphasised inclusive interventions and support to children and youth with disabilities (CwD). In 2021, increasing resources and stronger collaboration with partners such as Humanity International were used to reach out to CwD. Uganda and Kenya country programmes provided assistive devices based on individual needs; in Somalia, Uganda and Kenya teacher training on inclusive education continued and in Uganda a Secondary School for CwD was built.



FCA continued to further develop and strengthen the work between R2P and R2QE thematic areas, by recruiting TwB Education Specialist to conduct a desk study and develop FCA Peace Education modules for secondary education. The actual work commences and will be completed in 2022.

The biggest effort in education sector development was seen in South Sudan, where career guidance counselling system was introduced and the first drafts of curricula for secondary education and TVET, CGC in teacher education, initiative job descriptions for career guidance counsellors and the administrative structure for the governance were planned together with the relevant ministries and their departments, university of Juba and other stakeholders; the processes benefitting from high-level ministerial engagement. FCA contributed to the design of the first National TVET Policy of South Sudan and started compilation of the first National Apprenticeship Guideline to support the implementation of the policy. To strengthen equality in education, the seven updated TVET curricula were translated into five national languages to be used across the country.

In Somalia, a labour market information system was developed and supported by the Ministry of Employment, Social Affairs and Family, which significantly boosted employability information between institutions and skill training graduates. This system facilitates information exchange on youth employment between Ministry of Employment, Social Affairs and Family MOE&S, TVET Centre and the commercial sector. In Somalia, TVET project facilitated translating the garment and tailoring curriculum level I from English to Somali, as part of the MoE TVET department's capacity improvement strategy.

In Uganda, FCA and Ministry of Education and Sports began a process of forming an MoU. Due to changes in leadership the signing was postponed to 2022, but the collaboration will include Ministerial level learning visit to Finland in 2022 and support for education reform and CGC. In addition, FCA Uganda continued

to co-lead the national level EiE Sector Working Group for the fourth year together with UNHCR and MoES. In Creative Industries, FCA introduced new competency areas of vocational education for certification by DIT. In 2021, these included Videography and Photography, to be followed by Arts & Design.

Right to Peace (R2P)

FCA continued to support inclusive peacebuilding with a focus on women, youth, people on the move as well as religious and traditional actors. FCA supported their active role at local, national and international levels and participation in policy and decision-making processes. In 2021, we continued to witness how peace and peacebuilding processes are threatened as global attention shifts and the space for peacemakers shrinks. There is less civic space, a decline in women's rights, democratic processes and a rise of authoritarianism. These dynamics are further aggravated by the impacts of Covid-19, in addition to the impact of climate change. Furthermore, 2021 was an election year in countries like CAR and Somalia, a period that brings with it additional challenges for deepening political crisis. Therefore, our peacebuilding efforts needed to continuously adapt and provide support to local peacemakers, such as digital solutions that support the active role of civil society and that link peace to education and livelihood, all the while considering the impact of climate change on conflict.

To strengthen the evidence-base and FCA's programming on women's meaningful participation in line with UNSCR 1325, FCA conducted, through a participatory process, a publication on inclusive local governance through district council formation in Somalia and with the focus on the meaningful participation of women, youth and marginalised groups. The publication was launched in an event in Mogadishu in November 2021 to guide further inclusive state building and stabilisation efforts in Somalia. To improve synergies between quality education and peace themes,

FCA strengthened its approach to peace education. Following an internal survey on existing approaches and tools, an internal knowledge exchange session was organised with FCA country offices in Africa, Middle East, and Asia. A pilot with Teachers without Borders Finland was launched in 2021 to develop basic tools and manuals for peace education over the course of 2022. The pilot was launched in 2021 in Uganda, with plans to expand to South Sudan and Kenya in 2022. Going forward, FCA will continue to strengthen the integration of digital aspects to R2P work. Radio and social media have been used in 2021 in countries like Somalia, Kenya, South Sudan and CAR to share information about peace processes as well as providing further opportunities to participate and raise awareness on rights.

In 2021, FCA's R2P work continued to focus on CAR, South Sudan, Kenya, Uganda, Somalia, Nepal and Cambodia. The work is in line with the UN SDGs and the UN Security Council Resolutions 1325 (Women, Peace and Security) and 2250 (Youth, Peace and Security). Our work supports locally led and owned conflict transformation efforts linking inclusive community processes to national level efforts and actors and duty-bearers at different levels.

Supporting women's participation and leadership in conflict prevention and peacebuilding is one of FCA's focus areas. In South Sudan, Somalia and Kenya, FCA continued to support spaces for women's collective action in peacebuilding. In Nepal and Somalia, our work on inclusive governance sought to ensure women's participation and that the policies and decisions are reflective of women's needs and priorities. In Somalia, FCA has been supporting state building and the establishment of inclusive local governance in line with Wadajir National Framework and National Reconciliation Framework with the Network for Religious and Traditional Peacemakers. In 2021, FCA lobbied for women's meaningful participation in federal elections and continued our work to build inclusive local governance structures. Despite the challenging election period, one district was formed with twenty men and seven women (14 young men and 6 young women). In partnership with the Network, civil society and government partners, we promoted the participation of women in the federal elections in Southwest and Hirshabelle State and in advocating for the realisation of the 30% quota at the national level. In Kenya, women's peace forums and Natural Resource Management committees have continued their work to mitigate climate-induced conflict between communities and to address the Covid-19 induced increase in gender-based violence. In 2021, these community groups successfully advocated for an increased police presence in hot spot areas to address the overall insecurity in the area. In addition, FCA provided capacity building targeting duty-bearers to curb harmful cultural practices as well as raise awareness on Kenya National Action Plan for 1325 and provide referral pathways for survivors of GBV.

Another focus area is supporting youth participation. Youth participation in decision-making and facilitating youth dialogues with duty-bearers was supported e.g. in Somalia, Cambodia, South Sudan, Kenya and Uganda. In Kenya and Cambodia, FCA supported capacities of youth groups and organisations to seek and manage grants and in Uganda and CAR, youth groups' skills were strengthened in dialogue building, peaceful co-existence and leadership, with a specific focus on the roles and capacities of young women. In Uganda, young men and women also benefitted from other interventions such as skills training and VSLAs/financial inclusion interventions, hence generating complimentary across the different interventions. In South Sudan, four Inclusive



Supporting women's participation and leadership in conflict prevention and peacebuilding continued in 2021.

Peace Committee of youth, women group, chiefs, and religious leaders were supported to prevent and resolve intra- and inter-communal conflict. In addition to community level work, FCA continued to ensure that grassroots peace actors, including women, youth, and traditional actors, can influence national level processes. As an example, FCA supported the national peace policy development in 2021, to be continued in 2022.

In many contexts, religious and traditional actors have a unique role given their moral authority and legitimacy. FCA partnered with religious and traditional actors in countries like Somalia, Kenya, South Sudan, CAR. This entailed e.g., promotion of inter-faith harmony, combatting harmful cultural practices as well as Covid-19 prevention. In South Sudan, religious leaders have played an important role as mediators between the conflict parties at the national level, as well as peacebuilders at the local levels. In 2021, to amplify these efforts, FCA continued to support the active engagement of religious women and youth as part of the broader church-led peace efforts in partnership with the South Sudanese Council of Churches.

Inclusive peacebuilding with people on the move is part of our work, noting that people on the move often intersect with other groups (such as women and youth) whose inclusion in conflict prevention and peacebuilding we support. This entails integrating social cohesion, dialogue and trust building especially in host community contexts. Collaboration on joint livelihood or education opportunities can serve as an entry point for building trust and social cohesion between communities and groups. In Uganda and South Sudan, TVET training centers supported by FCA also serve as spaces for building trust, collaboration and personal relationships that enhance social cohesion, hence building more opportunities for peaceful co-existence.

In addition to country-level efforts, FCA continued to engage in global advocacy on R2P focus areas, including 1325 and 2250. As an example, workshop series between MFA, CMI, FELM and FCA were continued to share learnings and strengthen the implementation of Finnish 1325 NAP, including presenting case studies of work in Kenya and Somalia as well as Network's work. In addition, we actively contributed to the 2250 Finnish NAP. The Network for Religious and Traditional Peacemakers is an integral part of FCA's R2P efforts at different levels, including our global advocacy efforts.

PART 2

FCA'S PROGRAMME OVERVIEW AND PROGRESS MADE IN 2021



ANALYSIS OF 2021 KEY RESULTS

FCA's Global Programme works towards our impact goal of a world where economically and socially empowered people in fragile contexts will contribute to a positive and sustainable change in creating resilient and just societies.

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 organisational goals. The sub-objectives have indicators that are monitored globally annually.

The country specific 2021 annual summaries focus on the main objectives and sub-objectives the respective country programme promoted in 2021 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.

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 focuses on the relation between people and private sector in the promotion of wellbeing and social stability for all. Main Objective 1 is a cross-section between skilling people for earning a living, promoting income generation, enterprise creation and jobs, and supporting business growth through improved access to finance and business development services.

FCA is continuously intensifying its collaboration with the private sector as a key provider of economic opportunities, jobs, markets and services. The collaboration ranges from engaging with industries to ensure market-relevant skills for youth and facilitating connections between supported businesses and other market actors, to partnering directly with companies in project implementation.

While livelihood activities were in 2020 seriously hampered by mobility restrictions and lockdowns, in 2021 the Covid-19 pandemic developed into an intense health crisis with recurring disease outbreaks causing disruptions both in economic activity and project implementation. FCA's work in MO1 continued with minimum interruptions, responding to emerging contextual needs with the adaptive capacity acquired during 2020.

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

FCA's Linking Learning to Earning approach (LL2E) is designed to ensure that youth are not only trained in vocational skills but can also earn a living out of that skill after completion of training. Thus, LL2E contains various market-oriented support mechanisms to smoothen the transition of youth to the world of work either as employees or through self-employment. LL2E activities were carried out in five countries: Cambodia, Myanmar, Somalia, South Sudan and Uganda. Initially Cambodia was to introduce LL2E in 2020 with the support of Finnish Teachers without Borders volunteers, but due to Covid-19 the launch took place only towards the end of 2021. In Syria the plans experienced a further delay.

A total of 1,565 students participated in vocational and technical education (TVET) with FCA's support, a reduction of 35% from the previous year (2,412), which partly reflects the Covid-related challenges faced by the entire sector with month-long closures of educational institutions. A majority of TVET students benefited from a combination of working life services that included career guidance and counselling (totaling 1,061 students - 48% female) job-search service (79), entrepreneurship training (936 -



>20,000

youth and young adults (at least 50 % girls or women) benefitted from different Linking Learning to Earning (LL2E) linkages, including Career Guidance and Counselling, entrepreneurship training and on-the-job placements.



6,100

new businesses (74% by women) established with FCA's support providing a wide range of start-up services.

56% female), and direct business start-up support in the form of toolkits or grants (324). Over 83 percent of all TVET students benefitted from at least one form of support. The proportion of those receiving start-up kits or grants grew from 12 to 20 percent indicating the importance of self-employment as a career option. Some of the services, particularly CGC, are also offered in other than TVET-related livelihood and secondary education contexts, raising the total volume of CGC recipients to 20,647. The targeted 50/50 ratio for female and male LL2E beneficiaries was reached as in previous years.

Kenya, South Sudan, and Uganda implemented specific LL2E interventions for at-risk youth strengthened by relevant peace-building and psychosocial tools to curb negative coping strategies, yet elements of this can be found in other fragile contexts as well. This effectively utilises the synergies of FCA's thematic pallet, incorporating peace, education, and livelihood components. In 2021, 1,611 such youth, of whom 44% were young women, participated in these programmes. Overall, peace and social cohesion objectives are increasingly incorporated into MO1 programming, particularly in inter and intra community conflict contexts.

Uganda remained FCA's LL2E stronghold with large projects in Kyaka and Rwamwanja refugee settlements. Uganda was one of the few countries in a position to undertake tracer studies to monitor employment after completion of training. In Rwamwanja, 66% of the trained youth were earning a living from jobs



or businesses (76% of female youth, 55% of males) whereas in Kyaka the percentage was low at 23 and 24% for both sexes. Whether this difference is due to the market relevance of training, quality of LL2E services or earning opportunities available in the region warrants further scrutiny and action in 2022.

The endline of Somalia's LL2E pilot established that 63 of the 70 trained youth were earning 10-150€ per month either from self-employment (45) or from a job (18). Of those self-employed, 12 had officially registered their businesses. In preparation for a scale-up, a labour market information system was developed with the Ministry of Employment, Social Affairs and Family to facilitate information exchange between the Ministry, TVET centres and the private sector as well as to aid job placements for the trainees.

The completion rate of those enrolled in LL2E projects was 90-100% indicating a prominent level of satisfaction. As vocational occupations generally suffer from low esteem, active lobby promoting the vocational track towards youth, parents and communities is part of FCA's LL2E programming, along with intensified cooperation with the private sector.

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

The ultimate goal of FCA's work is to reduce inequalities, of which multi-faceted poverty is a key indication. MOI addresses

particularly the income aspects of poverty. Job and enterprise creation and improved access to business development services are the means applied by FCA in poverty reduction.

After a major downturn – from 1,300 in 2019 to 178 in 2020 – FCA-supported job creation increased notably in 2021 but did not reach pre-Covid volumes. Of the 893 jobs created in 2021, 531 were new jobs for women. The number of jobs sustained was 122. The job potential of FCA-supported businesses remained low due to their small size; they typically provide income to owner and immediate household members and only occasional work opportunities to others. Thus, FCA's major contribution to employment takes place through skilling individuals for working life as in LL2E. In the future, this is envisaged to change through increased partnership with the private sector, exemplified by a pilot in Kenya with a waste management company to provide decent work opportunities in the sector. In 2021, the company trained and improved the working conditions for 80 female plastic waste collectors in Nairobi, aiming at engaging several hundred new pickers in 2022-23.

FCA helped establish 6,100 new businesses in 2021 providing a wide range of start-up services; 99% of the businesses fell into the categories of self-employment, small-scale commercial farming and micro-entrepreneurship. The proportion of off-farm businesses has risen steadily, in 2021 representing 87% of all reported entrepreneurial activity (80% in 2020) and encompassing also more unconventional freelancing and platform opportunities

in e.g. digital and creative sectors. On the one hand, this is a result from FCA's shift towards urban locations and target groups with no access to land, such as refugees. On the other hand, in rural areas, from the focus on livelihood diversification to manage subsistence risks, also those related to dependence on homestead farming exacerbated by climate change. As in previous years, the share of women as business initiators remained high at 74% (80% in 2020); the slight drop can be contributed to the attention given to refugee and urban youth, where 50/50 female/male ratio is targeted and often reached. A total of nine country programmes contributed towards these results.

The present results framework does not fully capture FCA's contribution to economic development. An example of this are rural and agricultural cooperatives and widely practiced grassroots microfinance with majorly smallholder membership. E.g. the 29 FCA-supported cooperatives in Nepal are both recipients of business and management related capacity building and providers of business development services to their members, including access to markets and finance. Their combined capital, comprised principally from 11,860 members' savings, was over 1,3 million euros at the end of 2021, invigorating the local economy through low-interest and mostly collateral-free loans. This in turn contributed to improved income generation for thousands of households, even if not always on a business scale. Community savings and credit (VSLA) groups, e.g. the 387 groups operating in Uganda with over 10,000 members, had a similar

effect, but in a smaller scale. With a mostly female membership, these structures serve a dual role in boosting both incomes and economic safety, as became evident during the Covid-19 crisis, and empowering women for stronger societal status and voice, as reported in MO3.

The support to businesses in start-up, stabilisation and growth phases was typically provided in the form of capacity building in business and livelihood skills, also making use of digital media, reaching a total of 9,166 individuals. The number of enterprises receiving other forms of business development services was reported at 657, which brings the result back to the pre-Covid level after the 2020 upsurge. This figure does not, however, capture the range of e.g. financial, market-related, and extension services accessed through FCA-supported community-based structures such as cooperatives and producer organisations that play a key role locally in delivering the services or soliciting those from relevant government offices.

Wider effects in poverty reduction are captured in household surveys comparing project baseline – endline situations. A representative example comes from an excluded group of 1,123 ex-bonded labourers in Far-West region of Nepal, where the number of respondents “unable to meet their basic needs without charity” decreased from 60% at baseline in 2018 to 1,9% at the end of the project, despite the two years of Covid-19 pandemic. Evaluations reported similar findings, if not as drastic, from other projects in Nepal as well as in Jordan and Somalia.

Main Objective 2

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

Under Main Objective 2, the focus is on ensuring that people can claim and enjoy their right to improved and inclusive governance and services. This entails transparent and accountable institutions and effective, participatory and inclusive decision-making as well as strengthening the role of governments as duty bearers in providing essential services, notably in education and emergency relief.

In 2021, FCA continued to support and strengthen the capacities ministries, authorities and key institutions for improved capacity to deliver services and enhanced accountability towards the rights-holders. The duty bearer capacity building initiatives reached a record number of duty bearers, and the large majority of advocacy initiatives produced either moderate or high impact.

In many of FCA's programme countries, Covid-19 pandemic and the related restrictions continued to hamper in particular the implementation of education projects. Therefore, FCA's support to the education authorities aimed to enable safe return to face-to-face learning in classrooms and support the implementation of various distance education solutions and mixed hybrid modalities, depending on the respective situation in the country.

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

In 2021, FCA engaged in advocacy initiatives and capacity building targeting duty bearers at national and local levels, resulting in more inclusive policies and processes. FCA implemented 68 advocacy initiatives, out of which 87% produced a positive change during the year. Altogether 12 initiatives produced high positive



288,157

learners (53% female) were supported by FCA in 2021.



8,830

duty bearers (41% female) were reached through capacity building initiatives, which covered education sector development, inclusive governance and peacebuilding, as well as women's rights and gender equality.

impact that we are especially proud of (enhanced the situation of a large number of beneficiaries; impact is structural and permanent in nature). 56% of all initiatives produced moderate impact (impact is more permanent in nature).

Our advocacy initiatives had strong focus on mainstreaming gender – influencing to remove various structural barriers and challenges encountered by girls and women and promoting gender equality. 57% of the initiatives had an important gender component and 18% civil society space and/or human rights component. FCA advocated for inclusion of women to peacebuilding processes (Kenya, Somalia, South Sudan), for social and economic empowerment of women (Jordan) and accessed



resources from the government (Nepal). We advocated against GBV in CAR, Nepal, Myanmar and South Sudan.

Thematically 49% of the initiatives focused on Right to Quality Education, 21% on Right to Peace and 19% on Right to Livelihoods. High level advocacy impacts were demonstrated e.g. by the adoption of nationwide Career Guidance and Counselling policy in Cambodia, inclusive district council formation process in Somalia and UPR Nepal review in Geneva. All these show the positive effects of FCA's longer-term contribution through advocacy support.

In Cambodia, the CGC policy was approved by the Minister of Ministry of Education in August 2021 and will be applied nation-wide by all partners and schools in the education system of Cambodia. In Somalia, a participatory publication on the best practices and lessons learned on inclusive local governance was developed and published, and a new District Council was formed in Barawe. Inclusivity and increasing women's political participation and representation is an important part of the district council formation process – especially the realisation of the 30% quota at all levels. In 2021, the first female Deputy Mayor with seven women (out of 27) were elected in Barawe District Council. Women also served in district preparatory committee and electoral committee. FCA also promoted the participation of women in the federal elections in Southwest and Hirshabelle State. As a result of the advocacy initiatives, two women out of eight (25%) were elected in both Hirshabelle and Southwest states in the upper house elections.

UPR reviews on Nepal and Myanmar were held in January 2021 in Geneva with FCAs contribution to the recommendations as part of CSO coalitions reports. In addition, FCA contributed to the CSO reports for South Sudan and Uganda UPR reviews taking place in 2022.

On Right to Education, FCA's advocacy efforts focused on

increasing inclusivity of education in CAR, Kenya, Somalia and Syria. In Kenya, FCA was able to develop designs and standards of inclusive WASH facilities that will be disseminated to all the counties for use in future construction of WASH related facilities. In Somalia, advocacy on the importance of education, especially girl education and inclusion of children with disabilities and ABE learners, was done. The team conducted a door-to-door campaign with the assistance of experienced community workers to improve access of girls, CWDs, and ABE learners. Advocating for more teachers and for teachers' salaries and well-being have been important issues throughout the pandemic. As donors have refused to pay salaries during school closures, many teachers have left the sector. In Kenya and in Uganda FCA advocated successfully for teachers' salaries and for more teachers in CAR, Kenya, Somalia and in Uganda.

FCA continued to support and strengthen the capacities of ministries, authorities and institutions for improved capacity to deliver services and enhanced accountability towards the rights-holders. In 2021, duty bearer capacity building initiatives reached 8,830 duty bearers (41% female) and covered diverse topics, including education sector development, inclusive governance and peacebuilding, as well as women's rights and gender equality.

The co-operation with the ministries of education for education sector development took place in Cambodia, Myanmar, Somalia, Uganda and South Sudan. In Cambodia and Myanmar, the efforts for integrating CGC into the national education system continued, and in Somalia and South Sudan the TVET curricula development and translations into national languages promoted the quality of the TVET system. LMI system was built in Somalia. In South Sudan, the first-ever drafts of the career guidance and counselling system in the country and the plan for TVET teacher training were designed together with local duty

bearers. In South Sudan, the elements of peace building were embedded in the TVET curricula. In Uganda, development of the education in emergencies and development co-operation sector work continued e.g., through co-leading the EiE sector working group on national level, as well as contributing to the Education Response Plan development for the next operational period.

On Right to Livelihood, FCA promoted policies and practices addressing women's improved livelihood opportunities and the economic rights of women and displaced populations. FCA's most successful advocacy initiatives were in Nepal, where advocacy initiatives in women's economic empowerment projects were led by the rights holders themselves, including various dialogues, workshops, and trainings with various stakeholders, including cooperatives, partner staff, local government representatives, community groups and gender-based violence (GBV) sub-committees. The results included a verification process for provision of identity cards for ex-Kamaiyas and ex-Haliyas and formation of a task team to study the status and rehabilitation problems of ex-bonded laborers. Notably, one of the initiatives obtained 101,037€ and seven land plots from municipalities to advance the socio-economic welfare of women and marginalised groups.

In Jordan, dialogues were organised on the barriers faced by women and refugees when accessing economic opportunities.



The advocacy brief based on these discussions, "Weakened by Economy, Constrained by Society" was shared with municipalities and three line ministries requiring concerted action for women and refugees' economic inclusion on both local and national level.

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

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 2021, FCA's support to service provision was mainly in education and emergency aid. In many countries, Covid-19 pandemic and its negative effects continued, which forced FCA and its partners to adapt the activities as necessary. For instance, in Cambodia, Uganda and Kenya the education programmes were on standby at least for some part of the year. In several countries, the use of hybrid-methods continued, and FCA, partners and MoEs continued to develop and implement appropriate pedagogical solutions and ways of work to ensure access to protective, safe and stimulating learning environments. This included e.g. the continued development of digital teacher training modalities. FCA also supported the continuation of home learning and small group learning, radio and SMS lessons, and mobile mentoring through Whatsapp e.g. in Uganda, Somalia and Kenya. In some programme countries, FCA continued with the necessary Covid-19 protection activities, including the provision of soap, distribution of personal hygiene packs, including menstrual hygiene management products for learners and when possible also to teachers, provision of masks and training of teachers in Covid-19 prevention and management.

Passing exams and completing studies were challenging due to continued Covid-19 effects. Additional efforts were taken by FCA, local education authorities and teachers to support students taking their exams. In several countries, the learners return to school was promoted through community reach and information campaigns, such as Back-to-School Campaigns to prepare for schools reopening in 2022. Covid-19 pandemic has had a negative impact on girls' education and as a result, community advocacy and awareness raising sessions and campaigns were conducted on the importance of education and girls' education. In the Central African Republic for instance, 25 local education networks raised awareness on the importance of education, identified out-of-school children and sought to establish appropriate pathways for out-of-school children to again access education.

The total number of learners supported by FCA was 288,157 (153,731F; 132,780M) against 351,542 learners in 2020. This reduction in the number of learners supported is due to Covid-19 related negative effects e.g. many learners who dropped out from school in late 2020 did not return to school in 2021. Although there is significant variation by the type and level of education, the proportion of girls and women among the education beneficiaries was higher than in previous years (53% in comparison to below 50% in the previous years).

FCA supported access to Early Childhood Development and Care (ECDC) for 45,369 children (51% female) with a continued increase in numbers of learners in refugee camps and settlements of Uganda (40,341) and Kenya (5,028), demonstrating that global funding is increasingly directed also towards ECD/ ECCE/ECDE interventions and reflecting the need on ground.



Primary education remained the largest form of education supported by FCA representing over 70% of education beneficiaries in 2021 as well as in 2020. This support was provided mainly through Education in Emergencies mechanisms in involuntary displacement settings. The total number of learners supported at primary level in 2021 was 172,388 as opposed to 258,659 in 2020. The main factor that contributed to this overall reduction in the number of learners in 2021 was Covid-19. The number of students in secondary education in 2021 was 36,857 against 30,509 in 2020. Only 46% of the learners reached by FCA at the secondary level were girls while at the primary level this figure was 53%. The number of girls transiting from primary to secondary education still remains lower than the number of boys. FCA continues to address the issue by providing Career Guidance Services for upper primary education learners, promoting breast feeding corners for young mothers, and addressing menstrual hygiene needs to avoid missing classes.

FCA supported also non-formal education programmes. Accelerated Education Programmes were implemented for example in Uganda, Somalia and Kenya either through direct self-implementation or by supporting partners' accelerated education programmes and in such cases FCA's emphasised reaching out of school children and children with disabilities. Uganda country office participated in the development of the accelerated education curriculum for secondary education through the national level accelerated education working group.

In 2021, the total number of TVET students supported by FCA was 1,499 (44% female). The reduction compared with 2020 was due to the TVET institutions partial closure during the year. Also, some of the TVET projects did not access continued funding in 2021. However, TVET programmes were successfully completed in Uganda, Nepal, South Sudan, Myanmar and Somalia and the completion rates remained relatively high varying between 68% in South Sudan and 100% in Myanmar and Nepal. Many stu-

Primary education remained the largest form of education supported by FCA representing over 70% of education beneficiaries in 2021 as well as in 2020.

dents were able to start their studies by the end of the year and more students will be graduating in 2022.

FCA has succeeded in strengthening disability inclusion more systematically as part of the education activities. FCA supported 2,717 (1,219F; 1,498M) Children with Disabilities (CwDs) in access to quality education in eight programme countries with the largest number of CwDs supported in Uganda, Kenya and Somalia. In South Sudan, FCA reached out to disabled children to promote their access to education through door-to-door campaigns. Uganda and Kenya country programmes provided assistive devices based on individual needs in addition to continued sensitisation activities, and in Somalia, Uganda and Kenya teacher training on inclusive education continued. In Uganda, FCA continued to support the Pakelle Girls school for deaf girls and built a Secondary School for children with disabilities. In Uganda and Kenya, FCA enhanced its cooperation with partners specialised in working with people and children with disabilities. In Uganda, FCA participated in the Special Needs Education (SNE) and Children with Disabilities (CWD) specific Task Teams and Working Groups at national level.

FCA also contributed to better access to education through constructing and rehabilitating 316 new safe and protective learning environments in EiE contexts. School construction and rehabilitation activities took place in Syria, Uganda, South Sudan, Somalia and Kenya. In addition, latrines, handwashing facilities sport facilities and other key structures were constructed. In Syria school construction was the key activity during 2021,



followed by the second largest number of permanent or semi-permanent classrooms constructed or rehabilitated in Uganda.

The total number of teachers trained was 4,071 (1,707F; 2,326M) with over 97% “in-service” representing a considerable increase from 2020 (2,649). This is largely due to an overall increase in the number of education programmes in 2021. A total of 1,752 teachers were trained on psychosocial support, most of them female. Teachers were trained on inclusion of psychosocial support in daily learning and teaching processes, remedial teaching didactics, active learning methods, child protection, new curriculum implementation and life skills education amongst others. Furthermore, FCA continued to train TVET teachers in pedagogical skills, e.g. in Cambodia, Somalia, South Sudan, and Uganda. Career guidance counsellors were trained in Cambodia, Myanmar, and Somalia. The TwB volunteer education experts supported education programmes in Cambodia, Kenya, occupied Palestine Territories, Myanmar, and Somalia. The experts supported teacher capacity building through providing online training, mentoring, and coaching to the local colleagues.

Interviews and other feedback provided by the trained teachers indicate that many of them considered the trainings helpful and appropriate. They reported that after joining FCA’s training they felt better equipped to offer improved and safe learning environments to children and now feel more self-confident in their profession.

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

In 2021, FCA supported access to essential services and cash-based interventions (CBIs) through its emergency operations and humanitarian programming. FCA provided essential services and material support to at least 47,024 vulnerable individuals (61% female recipients) in its programme countries South Sudan, Nepal, Cambodia, Myanmar and Syria as a response to humanitarian needs. In addition, FCA provided assistance in Bangladesh, Haiti, Greece, Afghanistan, Ethiopia and Lebanon reaching 40,953 beneficiaries (58%F). Support consisted of disaster response as well as addressing needs relating to education, psychosocial support and hygiene.

In Bangladesh, through our collaboration with partner Dan Church Aid (DCA) 738 refugee women and girls, including SGBV survivors, received PSS support services.

In Haiti, FCA responded with Diakonie Katastrophenhilfe (DKH) after a major earthquake struck the country in August 2021. At least 813 families received unconditional cash, agricultural goods and agro-technical training.

In Greece, through a local partner Apostoli, altogether 2,936 beneficiaries (50% females), received food security and nutrition support during the Covid-19 pandemic. Dry food parcels were distributed to vulnerable households and individuals living in

Athens. These included refugees, elderly, people living with disabilities and single parent households

Through our partner Hungarian Inter Church Aid (HIA), FCA started its response to the 2021 Afghanistan crisis. Food and winterization goods are expected to reach as many as 15,000 persons in the Balkh and Samangan provinces in 2021 and 2022.

In Ethiopia, FCA in collaboration with Norwegian Church Aid (NCA) and local partner EECMY-DASSC implemented a WASH, GBV and nutrition project. Access to basic and life-saving services including WASH, provision of supplementary food and services for SGBV survivors was ensured for 25,635 people, out of which 54% (13,922) were females and 30% (7,568) were children.

In Lebanon, FCA together with NCA and Rene Moawad Foundation started a joint EiE and WASH in Schools project in response to the Beirut port explosions and the multi-faceted crisis Lebanon is suffering from. The activities included rehabilitation of classrooms, cash for education, support classes, PSS activities and teacher training.

Cash-based assistance increased significantly from the offset of the Covid-19 pandemic in 2020 and continued throughout 2021 when comparing to pre-pandemic times. For some FCA offices, it was their first-time implementing Cash Based Interventions (CBIs), since they had no previous emergency programming. While cash continued to be an important part of the disaster programming, in 2021 it transitioned from being an “acute-emergency”-exclusive modality to being adopted as a mechanism to complement and enhance other thematic programmes, such as providing conditional cash for educational purposes, purchase income-generating equipment for more sustainable livelihoods or unconditional multi-purpose cash assistance for life-saving and basic needs.

FCA Somalia provided cash via mobile phones to school children’s families to purchase scholastic materials in remote areas such as Hudur and Elberde, proving to have increased student enrollment and retention rates. During 2021, cash programming reached 9,980 individuals, a substantial increase from the previous year’s 364 households.

In South Sudan, cash transfers were effective in different contexts: emergency response to conflict leading to mass displacement, as well as a means to replace income generation equipment lost in the floods during the second quarter of 2021, supporting longer term, more sustainable livelihoods. The cash transfers reached 3,200 beneficiaries.

Myanmar also implemented integrated cash activities, for education and for emergency response in Kachin serving IDPs and returnees. In this case, cash proved to being the most useful means of assistance, as the area remained highly volatile and data collection personnel could not access, thus, sending cash assistance after conducting assessments over the phone. FCA Myanmar continued to expand their cash interventions to support food security, livelihoods and women’s empowerment and resilience, reaching a total of 4,487 beneficiary households.

Other countries that implemented cash programming were the Central African Republic (CAR), Nepal and Uganda, Haiti and Lebanon, the latter being a humanitarian intervention that used cash for educational purposes as a first line of response. The total cash programming during 2021 benefited at least 18,314 direct beneficiaries, more than half being women.



FCA provided essential services and material support to over 47,000 individuals in its programme countries. FCA also provided assistance in Bangladesh, Haiti, Greece, Afghanistan, Ethiopia and Lebanon reaching over 40,000 persons.

Main Objective 3

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

Under Main Objective 3, FCA supported people as members of civil society to claim and fulfill their legitimate and active role. FCA continued to support the space and capacity of civil society – with a focus on traditionally excluded groups.

In 2021, all FCA's country programmes supported civil society through empowerment, capacity building, and networking support. The overall space for civil society continues to shrink and the Covid-19 pandemic has only accelerated this trend. In addition to the Covid-19 safety and security measures, regulations and policies restricting the space of civic space and action can have a longer-term impact on our work in support of civil society. Furthermore, as 2021 was an election year in countries like Somalia and Central African Republic, our work needed to navigate the compounded effects of increased security issues, civic space restrictions, and continued covid-19 restrictions. In Myanmar, in early 2021, a military coup overthrew the democratically elected government, violently reversing previous progress made in the civic space.

Despite these challenges, there is visible progress and positive developments as a result of FCA's support to civil society space and action in many of FCA's programme countries in 2021.

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

Active role of the citizens and civil society was demonstrated through support to 51 civil society and community-led processes in 10 programme countries, marking a slight decrease from 2020, mainly due to the reduction of Covid-19 specific initiatives. In 2021, as the pandemic entered its second year, Covid-19 was often an integrated rather than a standalone initiative to raise awareness on preventative measures, provide assistance or highlight the negative secondary impacts of the crisis, such as the rapid increase in gender-based violence or discrimination against marginalised groups. In addition, due to the Covid-19 related restrictions, some planned processes were cancelled, or organised utilising interactive radio or social media platforms, or when possible, as phased, socially distant meetings the pandemic situation permitting.

These processes primarily focused on inclusive peacebuilding at community and national levels (59%); promotion of right to quality education (16%), economic empowerment of vulnerable groups (16%), as well as processes specifically focusing on promotion of women's rights and reduction of gender-based violence (6%). Other topics covered promotion of rights of vulnerable groups in diverse settings as well as Covid-19. As these are long-term change processes, several community-led and civil society processes build on progress made previous years.

As there are groups who are often left behind and excluded from decision-making, we continued to promote the meaningful participation and leadership of women and youth. 52% of these 51 community-level processes were led by or specifically targeted diverse women's groups, cooperatives and networks, and 48% of the processes were led by or specifically targeted youth groups or young women and men as right-holders, noting that there are processes that focused both on women and



51

civil society and community-led processes were supported in 10 programme countries.



490

civil society organisations and community based groups in 11 countries benefitted from capacity-strengthening, technical, thematic, and financial support.

youth, recognising the overlaps between these two categories. In 2021, FCA continued to promote community-based organisation, where e.g., cooperatives, women's empowerment committees, youth and peace clubs enable active participation in inclusive governance, conflict prevention and resolution efforts, as well as economic life. In addition to supporting knowledge and capacity of the right holders to fulfil their rights as active citizens, linking to Main Objective 2, we seek to create an enabling environment for their role.

Despite the shrinking space for civil society, our support to civil society and community-based efforts resulted in an increase in participation and influence. As an example, in Somalia, despite the politically tense election period that shifted focus at both state and national levels, one new district council was successfully formed in Barawe of Southwest state following an inclusive community-led and owned process. This was preceded by rounds of broad-based community level consultations and awareness raising on radio and television to raise awareness on civic rights and opportunities to participate in political processes, with a focus on previously excluded and marginalised groups including women, youth, and minority clans. In Nepal, FCA continued to support various community-based groups and organisations to advance the rights of marginalised groups including Dalits, ex-bonded laborers, and ethnic minorities. This entailed supporting community and civil society groups to advocate local governments to access grants earmarked for the socioeconomic empowerment of women and marginalised and minority groups. In South Sudan, four Inclusive Peace Committees of youth, women group, chiefs, and religious leaders were supported to prevent and resolve intra- and inter-communal conflict. In 2021, these committees facilitated intra-communal peace dialogues directly benefitting 1,030 beneficiaries, which contributed to the reduction of intra-age sect fighting in comparison to previous years. In CAR, FCA supported 12 youth peace clubs and 120 members (50% women) with strengthened skills and knowledge in topics such as political education, electoral process and leadership.



The level of socio-economic empowerment is often linked to the ability of marginalised and excluded groups to claim their role as active citizens. In Jordan, a series of 96 women support group discussion events with 1,518 Syrian and Jordanian women increased awareness among community members and municipal officials of challenges related to women's economic empowerment and provided opportunities to discuss solutions.

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

FCA's direct support in the form of capacity-strengthening, technical, thematic, and financial support reached altogether 490 civil society organisations and groups as well as diverse community-based groups in 11 countries. These entailed diverse range of actors and organisations ranging from academia, local CBOs, groups, and networks, as well as NGOs. The various community and civil society groups included cooperatives, producer groups, women and youth groups, peace committees as well as parent teacher associations and school management committees. FCA and its partners participated in and supported 66 networks at local and national levels. Furthermore, a total of 2,461 persons (51% women) benefitted from capacity strengthening on dialogue building, effective networking and/or civil society empowerment in 2021.

Co-implementation in line with our commitment to localisation is an important aspect of FCA's approach to strengthening local civil society and making impact. In Myanmar, despite the challenging operational context, FCA supported seven local partner organisations capacities in needs assessments, project design, MEAL, grants management and financial management, and four community-based organisations received financial grants to carry out women empowerment training at villages levels. Similarly in Somalia, FCA is committed to allocating programmatic budget to local civil society partners, especially women led. In 2021, FCA provided procurement and operational

FCA's direct support reached 490 civil society organisations and groups and diverse community-based groups in 11 countries.

support to local women's civil society network. In Cambodia, youth groups received small grants for youth-led initiatives, and in Kenya, one group of vulnerable youth and women benefitted from support to access funding to enable them start livelihood activities.

In 2021, FCA continued to support the establishment of Community Education Committees and Parent-Teacher associations, which play a key role in increasing community members' commitment to education. In 2021, these also had a vital role in supporting communities to cope with the impacts of the Covid-19 crisis. FCA supported capacity building of Community Education Committees, and PTAs, e.g. on school or institution management, psychosocial support, child safeguarding and protection to identify the children in distress and to timely intervene or refer them for further support. In addition, community-based solutions were found to address the lack of learning materials and other challenges during school closures. FCA supported schools had 309 functioning parent-teacher associations meaning that all FCA supported schools have a PTA or a similar structure in place. In Uganda, FCA supported school governance structures in 175 supported schools to reach 2,000 people to lead mobilisation of communities towards home-based learning and child protection while schools were closed. In IOPT, 67 university students were trained to become Big Brother/Big Sister mentors who support children at high risk of marginalisation.

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

During 2021, FCA continued working alongside vulnerable communities to strengthen their capacity to adapt to climate change, and to prepare, withstand, and recover from natural and man-made disasters. For instance, in Nepal together with local partners, FCA conducted a capacity and vulnerability assessment to climate-induced disasters. The results of this assessment are now being used by local governments and wards to integrate climate change adaptation mechanisms in their planning processes, enhancing the adaptive capacity of communities in southern Lalitpur. Additionally, in Kenya, FCA conducted radio programmes aiming to raise awareness on issues related to climate change and environmental conservation. Furthermore, in Uganda, Kenya, Somalia, the Central African Republic, and Cambodia, FCA supported the development and delivery of trainings on preparedness, disaster risk reduction (DRR) and climate change adaptation (CCA), totaling 58 trainings. Of those, 36 were conducted at

the community level and 22 in schools. For instance in Somalia, 200 crisis-affected children from ten Children's Clubs schools and 100 Community Education Committee members (54M;46F) from ten schools, actively participated in DRR and school safety working sessions, enabling them to design and promote coping mechanisms in the event of crisis. The trainings in Somalia led to the development and establishment of 10 emergency preparedness and response plans (EPRPs). Similarly, in Uganda, 116 EPRPs (11 in schools and 105 in communities) were implemented during 2021, supporting around ten thousand people across 11 districts. Overall, 126 EPRPs were created.

During 2021, FCA continued working alongside vulnerable communities to strengthen their capacity to adapt to climate change, and to prepare, withstand, and recover from natural and man-made disasters.



GUIDING APPROACHES AND CROSSCUTTING ISSUES

FCA is a rights-based actor, and our work is guided by international human rights principles. We promote gender equality and social inclusion and Do No Harm Principles, and work for climate action and environmental protection.

Gender equality and social inclusion

In 2021, FCA continued to promote gender equality through a twin track approach. Gender equality has been integrated systematically in all FCA's operational work and working modalities and is promoted through specific women's empowerment projects that focus on women's economic empowerment, ensuring girls' and women's access to and continued education opportunities as well as women's equal and meaningful participation in peace building and decision-making fora.

In 2021, the number of female beneficiaries in FCA projects was in 269 558, representing 54 % of total beneficiaries in all FCA actions. Out of these, young women aged 15- 25 years constituted 51% and girls below 15 years represented 46%. Girls below 15 years of age were beneficiaries mostly in education activities. In livelihoods, the majority of the beneficiaries were women (66%) over 25 years. In peace work, the proportion of female and male beneficiaries was almost equal, however with male young adults' participation higher than that by young women.

The Covid-19 pandemic continued to negatively affect women and girls' rights and gender equality. All our actions aimed to reduce and tackle these negative effects and empower women and girls. Many of our projects continued the new ways of work and practices adopted in 2020 and succeeded in reaching vulnerable groups as well as ensuring women's active participation through a variety of online solutions.

FCA continued to utilise the ACT Alliance's Gender Policy agreed in 2017, finalised the new FCA Gender Equality Policy to complement the former FCA Gender Policy guidelines and continued to use the Alliance's Gender Inclusive Rights-Based Training online resources. In addition, programmes utilised other available capacity building materials, such as of INEE, UN Girls' Education Initiative (UNGEI) and Education Cannot Wait (ECW) in gender responsive and inclusive programming.

In education, FCA promoted girls' equal access and continued schooling as part of education sector development from early childhood development to primary, secondary, and higher education, as well as in vocational training and career guidance and counselling. Different interventions targeted communities, schools and individual learners in an inclusive manner. Work at the community level has also contributed to changing attitudes

at the higher level of education sector management. Increased representation of women in school management committees or Board of Governor has influenced the local government authorities to increase women representation and gender equality. The Career Guidance Counselling package was updated to mainstream gender equality and gender transformative roles. The curriculum now enhances future counsellors understanding of gender dynamics and effectively works to address the barriers for girls to continue their education or join the labour market with broader career alternatives.

In livelihood, FCA continued to promote women's economic empowerment through self-employment and enterprise establishment while at the same time working against widely prevalent patriarchal values. In peace work, FCA continued to promote the inclusion of women and their leadership in peace building. For instance, in Kenya Women Talking Circles and Women Peace Ambassadors promoted women's participation in peace dialogues. Trainings were conducted around women peace and security theme (UN SCR1325) e.g. in Kenya and Somalia. In Kenya, this resulted in an increased police presence in insecure areas and enhanced prevention of sexual and gender-based violence. In Somalia, in partnership with women's civil society organisations and government at state and federal levels, FCA continued to lobby for the realisation of the 30% women's quota in district and federal levels.

Harmful traditional practices stemming from patriarchal norms and values have intensified during the Covid-19 era. In response, FCA has intensified actions against different forms of gender and sexual based violence, including sexual exploitation and abuse, and child marriages. Women and girls in marginalised communities, rural women and migrant women, including those with disabilities, are among those most affected. For instance, in Nepal and Myanmar the projects continued to fight against SGBV, domestic violence and violation of women's rights and to promote women's right to freedom of speech and opinion, their right to recreation and fair distribution of household work. In Nepal, the Gender-Based Violence sub-committees and the Vigilance Group provided important support to women victims of violence, while the mechanisms established to support the victims of violence have built confidence amongst women. Community level dialogues and Family Dialogues aimed at strengthening partnership with men and boys. Discussions on men's engagement to reduce SGBV were organised during cooperative group meetings amongst women and men, information on male engagement and legal arrangements were explained to family members and radio programmes were effectively used to reach wider audiences.

Many COs increased their involvement in providing different forms of protection and safeguarding measures such as provision of childcare of Children with Disabilities (CwDs), training and improved facilitation of sanitation and hygiene management,

menstrual health management, child rights and working against FGM (e.g. Kenya, CAR, Somalia).

FCA also continued to build FCA and partners' capacities to advocate for women's human rights and to organise awareness raising, trainings and advocacy activities. The capacity building efforts 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. FCA continued its close collaboration with LWF, WCC and other partners in organising women's human rights advocacy training for faith-based organisations. During autumn 2021, FCA jointly organised two trainings including Training of Trainers and African regional training including participants from Asian and African country offices and partners.

FCA collaborated actively with the ACT Alliance networks and working groups such as the ACT International Gender Justice Community of Practice. In addition, FCA continued to follow the work of International Partnership of Religion and Sustainable Development, particularly the work stream of Gender Equality and Empowerment. Several FCA country offices contributed to the 16 Days of Activism against GBV campaign together with their partners. FCA's Executive Director Jouni Hemberg and the archbishop of the Evangelical Lutheran Church of Finland, Rev. Dr Tapio Luoma continued their role as Ambassadors of the campaign Thursdays in Black, led by World Council of Churches with published video messages and statements and in connection with the International Women's Day.

FCA is also an active member of the Finnish advocacy network for gender equality the Friday Group (under the Parliament of Finland Sexual and Reproductive Rights group) and participated in reporting of the Finnish 1325 NAP and preparatory process of Finland's fourth NAP 1325.

Furthermore, FCA continued to strengthen its capacity to promote inclusive societies in the form of disability inclusion. This entailed developing tools for right-based analysis and strengthened use of FCA's comprehensive context analysis, including increasing our capacities in disability inclusion in project implementation. FCA continued collaboration with Abilis Foundation at the country programme level, and in Nepal, a training was organised with the support of Abilis Nepal. Local and national level collaboration increased with a variety of disability organisations

and for example in Cambodia, the Inclusive Labor Market project collaborated with three local disability organisations enabling increased reach of PwDs in the project. Collaboration with Humanity and Inclusion organisation continued in Uganda and Kenya, and contacts with local disability organisations were established in other programme countries too.

FCA promoted PwDs and CwDs access to education and continued schooling and took steps in disability inclusion in livelihood and peace related work. FCA supported Children with Disabilities in access to quality education in eight programme countries with the largest number of CwDs supported in Uganda, Kenya and Somalia. For instance, in Uganda disability inclusion was incorporated in all education activities. It also formed one of the key strategies in international education sector global funding (UNHCR, ECW, ECHO and PRM). Support to disability inclusion ranged from provision of assistive devices and Special Needs Education (SNE) materials to payment of salaries for SNE teachers.

FCA has succeeded in strengthening disability inclusion more systematically as part of livelihood activities. For instance, in Jordan, disability inclusion was effectively promoted as part of the MUBU livelihood project, which supported seven PwDs to establish a business. Although a small number, it still represents progress in creating equal opportunities for PwDs. Livelihood related advocacy work on disability inclusion included capacity building of elected municipal representatives in Nepal, aiming at promoting more inclusive, transparent, and participatory programming and policies. Also in Nepal, impactful advocacy led to PwDs receiving additional livelihood support from the respective local government/municipal authorities. In addition, 64 families including 182 PwDs received cash support for 3000€ (NPR 400,000) from the local government for goat farming. Furthermore, all the cooperatives supported by FCA Nepal now prioritise disability inclusion in the membership of the cooperatives.

The number of Persons with Disabilities beneficiaries has gradually increased, and disability is systematically viewed as one of the vulnerability criteria. In 2021, the total number of PwD supported by FCA and its partners actions was 4,336 (2,137F; 2,199M).



FCA continued to build FCA and partners' capacities to advocate for women's human rights and to organise awareness raising, trainings and advocacy activities.



Do No Harm and conflict sensitivity

In line with the requirements of the Core Humanitarian Standard (CHS) framework, FCA improved the integration of Do no Harm and conflict sensitivity into all of FCA's work to ensure programming avoids any negative impacts and maximises positive effects.

As Covid-19 pandemic continued to impact programming, mainstreaming Do no Harm required adapting digital or technological solutions or tools in programming, or organising smaller, socially distant and safe meetings when possible and the pandemic situation permitting. All country programmes are required to keep up-to-date context analyses and ensure the meaningful participation and continuous dialogue with right-holders to adjust programming as needed.

In 2021, specific attention was paid to ensuring participatory beneficiary selection and having in place community feedback mechanism (inclusive of complaint mechanism) in a number of FCA country offices as a key modality to mitigate negative impacts of programming, especially in conflict contexts. As any livelihood intervention has the innate potential to either disrupt or strengthen social cohesion, in displacement contexts FCA ensures that refugees and members of the host community benefit from the interventions to mitigate potential conflicts between communities as well as to contribute to social cohesion to maximise the positive effects of programming. In Jordan, FCA's outreach and targeting approach has been highly appreciated by local partners, where the credibility and transparency were ensured by developing and using specific selection tools and by stressing the importance of expanding outreach to different groups and equal opportunity. The trainings, grants and supporting businesses contributed to improving social cohesion by reducing the level of tension within the beneficiaries' households. In addition, the integration of Syrians and Jordanians through encouraging joint projects, and/or through including them in meetings, trainings, and the discussion sessions had a positive impact on how they perceive one another. In Uganda, FCA promotes livelihood and economic self-reliance for refugees and members of host communities in protracted displacement settings, recognising the importance of viable liveli-

In 2021, specific attention was paid to ensuring participatory beneficiary selection and having in place community feedback mechanisms.

hoods and economic collaboration in promoting social cohesion and peace. In South Sudan and Uganda, TVET centers serve as space for building trust and collaboration between different communities, therefore contributing to social cohesion outcomes.

In Somalia, conflict mapping and analysis have been carried out in various target districts before the initiation of peace talks and district council formation (DCF) process. The mapping has enabled FCA and its partners to gain a better understanding of the conflict dynamics and draw concrete actions to address historical grievances and existing conflicts before engaging with the communities to avoid harm on the community.

Conflict sensitivity and prevention is embedded in the design and implementation of R2QE programming. In programme planning INEE's Conflict Sensitive Education strategies and approaches are used widely in FCA's country programmes. Teachers and other education actors are also trained on the approach to widen the impact and bring the strategies to everyday education work. In addition to conflict sensitive programming, improving well-being of learners and teachers, through the use of MHPSS and CBPSS interventions contributes to do no harm and conflict sensitivity, as the beneficiaries' social, emotional and cognitive well-being improves. The PSS approaches range from the use of music, dance and drama to specialised individual and group sessions facilitated by trained professionals. TiCC (Teachers in Crisis Context) training materials are used to strengthen teachers' capacity to include PSS activities in daily teaching and learning processes, to care for their own well-being and to improve child protection responses in the school environment. The conflict sensitivity was also embedded in career guidance and counselling in Myanmar. At school level, teachers and school management committees received training on conflict sensitive education, peaceful co-existence and safe and inclusive learning environment in countries like Uganda, Somalia and the Central African Republic.



Climate action and environmental protection

FCA understands climate action and environmental protection as an active process of continuous improvement. In 2021, FCA showed progress by renewing the Core Humanitarian Standard certification. The certification revisited FCA's approach towards climate and environment, validating the processes. Furthermore, we committed to keep improving our processes by signing the Climate and Environmental Charter for Humanitarian Organizations. The charter includes a set of principles to guide our action in response to the climate and environmental crises, and also provides guidance beyond humanitarian response, thus improving FCA's practices across the whole organisation. The implementation of the charter started in the autumn 2021 and continues to the present.

During 2021, FCA staff knowledge, skills, and positive attitudes towards climate/environment topics continued to improve. We established closer collaboration among Country Office teams and FCA SAC, while internal and external online learning and webinars were also an important part of the capacity building efforts. Additionally, we gained valuable insights on environmental assessments for agricultural-based livelihood activities in South Sudan through learnings from implementing partners i.e., Canadian Foodgrains Bank. Moreover, FCA continued to prioritise cash-based interventions, which generally have a lower carbon footprint than other assistance approaches.

FCA kept integrating climate action and environmental sustainability activities as a standard practice in our projects, allowing us to co-develop communities' resilience to climate change, reduce risks, and improve the overall impact of the projects in an environmentally sustainable manner. For instance, as part of

education projects, climate/environmental topics are becoming an integral part of curricula, i.e., in Myanmar, career guidance and counselling trainings and practices included topics about the value and importance of nature, awareness on climate resilient practices/jobs and the effects of environment/climate crises on career choices. In Somalia, Cambodia, Uganda and Kenya, school children were empowered to become agents of change in their own communities through diverse learning initiatives, such as environmental clubs, tree-planting, school gardening, recycling, sustainable waste management, sustainable water usage, and energy-saving methods. In Uganda, the technical vocational and education training (TVET) programme included training on climate-friendly agrobusinesses targeting girls in the Rwamwanja refugee settlement.

In order to reduce socio-economic vulnerabilities caused by climate and non-climate induced emergencies, Disaster Risk Reduction (DRR) continues to be a crucial approach for FCA. In 2021, FCA facilitated 31 School-based DRR trainings (8 in Uganda, 11 in Somalia, 12 in Central African Republic). Furthermore, in Uganda a total of 116 emergency response plans were developed and implemented.

Climate-resilient, low-carbon and environmentally sustainable activities are becoming an intrinsic characteristic of FCA livelihood projects, supporting communities in diverse ways. For instance, in Nepal, projects involving agricultural components are supporting the regeneration of soil, reduction of chemical fertilizers and pesticides, and the stabilisation of hills by promoting the planting of high-value fruit trees i.e., more than 1000 kiwi trees have been planted with the support of local authorities. Also in Nepal, FCA is piloting a circular-economy business project, which explores the use of black soldier fly larvae to convert organic waste streams into protein for feed. In Cambodia, 20 sessions on climate-resilient agriculture were facilitated to

280 producers, the training resulted in the elaboration of action plans, follow-up is in progress, and peer-learning has been supported. In Kenya, a pilot was developed within the waste recycling sector, the project rationale is to create more and better job opportunities for women working on said sector. Also in Kenya, since 2020, FCA identified modern beekeeping as a sustainable activity in the northern region of the country, six groups were supported with 300 modern beehives and in 2021 they were trained on modern ways to harvest honey and derived products. FCA also conducted 10 radio programmes on modern beekeeping training and management of natural resources covering Baringo, Elgeyo Marakwet and West Pokot counties.

In peace projects, FCA has been transmitting radio programmes directed to local communities in the north of Kenya, where peace and security issues are exacerbated by climate change and diverse environmental issues. Additionally, FCA facilitated the formation of five natural resource management (NRM) committees in Marakwet County. The NRMs have engaged in early-warning early-response and intra/inter-ethnic conflict prevention/resolution processes. Furthermore, FCA together with ACT Alliance members from the Nordics conducted research, assessing the level and quality of gender integration into climate-related development-finances provided by Denmark, Finland, Norway, and Sweden, presenting the results during COP26 in Glasgow.

Greening our operations is crucial to our duty, not only to the populations we serve but to our planet. Therefore, FCA continues to support, improve, and extend green-office practices with growing commitment and importance throughout the organisation.

FCA's initiative WeFood –surplus food supermarket– has continued to support food-waste reduction in Finland. In 2021, WeFood reduced food-waste by 111,000kg. The shop is mainly run by volunteers offering them a meaningful way to contribute to climate action.

FCA's work during 2021 has been in line with The Paris Agreement on climate change, the principles of the European Green Deal, and the UN 2030 Agenda for Sustainable Development Goals.



In Somalia, Cambodia, Uganda and Kenya, school children were empowered to become agents of change in their own communities through diverse learning initiatives such as environmental clubs, tree-planting, school gardening, recycling, sustainable waste management and energy-saving methods.



Innovations

Innovation is not a cross cutting issue as such but an important aspect in FCA's programme work to improve and amplify its impact. FCA defines innovations as new approaches to work or challenges related to it. Innovations can arise from the practical programme work or through various consultation processes. FCA wishes to encourage and support innovations

that promote reflection and collaboration that will contribute to addressing the complex development challenges in our programme countries and areas of operation.



FCA Creative Industries programme supports youth in finding digital jobs

FCA developed the creative industries programme to create jobs, innovation and trade through creativity, entrepreneurship and digitalization. The digital creative industries are among the fastest growing sectors in the world and have shown resilience towards the impact of economic crises. Creativity, entrepreneurship and digital fluency are among the most important skills needed to succeed in the creative industry as well as in the future working life in general. The programme represents FCA's effort to find innovative ways to support youth employment in digital livelihoods.

In 2021, FCA launched two creative industries programmes in Uganda. The programmes consist of two main components: entrepreneurship and work-life skills and technical skills in selected professional creative industry skills. In Rwamwanja refugee settlement, 25 students started training in photo and video production. The programme is part of national curriculum and leads to DIT accredited diploma.

In October-December, FCA piloted basics of photography and online training on entrepreneurship and work-life skills in Kampala. 15 students completed a five-week course. Online training component was developed in partnership with a Finnish e-learning company Claned. As a result, FCA creative industries programme will scale the online training on Claned for more than 300 students in 2022.



Teachers without Borders' online solutions support the continuation of learning in the era of distance education

Teachers without Borders (TwB) Network Finland continued to support the realization of quality education despite the constraints created by the Covid-19 pandemic. The development of the new remote volunteering model with flexible and creative distance education solutions continued with the local colleagues, responding to the critical need to ensure the continuity of learning during a crisis.

Virtual and mobile platforms can provide flexible and creative opportunities for teachers' continuous professional development and collegial support through global networks even in unstable circumstances and resource-scarce settings. In Kenya, mobile mentoring (MM) training was codesigned with the TwB distance volunteer support as a form of low-tech digital solution for strengthening continuous professional growth, and shared learning and problem-solving processes: from teacher to teacher. The implementation is flexible via WhatsApp connecting teachers globally to develop their professional capacities and those of their school organizations with the support of their peers. In 2021, 30 partner primary school teachers participated in the MM process' second pilot with TwB distance mentors. The local teachers continue the process by mentoring their peers and teachers across six schools in the Kalobeyei Refugee Settlement.

FCA defines innovations as new approaches to work or challenges related to it. Innovations can arise from the practical programme work or through various consultation processes.



Modern beekeeping in climate and conflict affected regions

FCA continued supporting peacebuilding and livelihoods in Northern Kenya. The communities in the region are typically agropastoral and grazing has exacerbated conflicts over access to natural resources. Beekeeping was proposed as an alternative livelihood activity with guidance of the FCA Climate Tool. Beekeeping is feasible in the region, promotes the protection of the natural environment, and very importantly, has the potential to be an inclusive and conflict-sensitive activity. Traditionally, beekeeping had been practiced in the area as a male-dominated practice associated with very labour-intensive and risky activities.

With the support of FCA, modern beekeeping techniques and equipment are opening the doors for women to actively participate in income-generating activities. In 2021, FCA delivered 300 modern beehives to six groups, two of which are women groups. The six groups have received initial and follow-up trainings. The project activities are empowering women, benefiting around 200 families, and getting the groups genuinely involved in the conservation of natural environment, which is beneficial for the honey production as well as for the communities.



Refugees joining hands with refugees for ICT freelancing

The Zaatari refugee camp in Jordan hosts nearly 80,000 residents fleeing the Syrian civil war, with young people in particular suffering from a lack of training and employment opportunities. FCA and Startup Refugees – a social innovation founded in Finland – joined forces to train and mentor young Syrian refugees on how to develop and market their skills in the ICT freelancing market. ICT is one of the sectors where one can work anywhere in the world with the right set of skills and contacts, a computer, and network access. The training and mentoring programme was designed and carried out fully online due to the Covid-19 pandemic. The most active of the 45 Syrian training participants were selected for longer-term mentoring by an internationally assembled team of ICT, marketing and HR professionals from the Startup Refugees network. Many of the seven facilitators and 14 mentors shared a refugee or immigrant background with the trainees, adding an invigorating peer support element to the programme.

Startup Refugees is specialized in offering asylum seekers, refugees and other immigrants support in finding jobs, starting a business and developing their skills in Finland, whereas refugees are a priority target group for FCA's entrepreneurship and employment focused work in Jordan; new opportunities for synergistic programming are being sought.

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 intervention. During 2021, FCA successfully adapted its ways of work in its countries of operation for context- appropriate responses and good results.

Development cooperation

In 2021, in many of FCA's operating contexts the Covid-19 pandemic continued to have negative effects on people's wellbeing as well as on FCA's work. Overall, FCA's operating contexts are characterised by alternating periods of stability and recurrent crises, which means that our country programmes are well equipped to adapt the working modalities as necessary. FCA acknowledges that development challenges are context specific and complex, and that positive and sustainable progress involves tackling many different problems simultaneously, both in the shorter and longer-term and in a comprehensive manner.

FCA's development cooperation continued to support the realisation of respective national development goals and provision of universal social, economic and environmental rights and basic standards to all citizens and residents. At the core of FCA's development work are the principles of local ownership, inclusive partnerships, focus on sustainable results and impact, transparency and mutual accountability between all partners.

In 2021, FCA continued to support the process of empowerment of the poorest women and men, with an even stronger contextualisation and inclusiveness of the interventions. Greater inclusion, creating and supporting alternative livelihoods and increased incomes for the most vulnerable groups contributed to correcting the inequalities and supported just and stable societies.

FCA also continued internal discussions on the localisation agenda. FCA recognises that localisation is about decentralising power, a strong focus on locally led planning and operational capacity at different levels and strengthening networks and partnerships between the local and international stakeholders. In 2021, FCA's country programmes worked in close cooperation with the local actors in promoting local ownership and capacity development. Civil society organisations, local partners and also the private sector actors, play a key role in achieving the set programme objectives, and FCA takes an active role in strengthening the civil society and civil engagement at different levels.



In 2021, FCA continued to support the process of empowerment of the poorest women and men, with an even stronger contextualisation and inclusiveness of the interventions.



Humanitarian assistance

FCA's humanitarian assistance programming in 2021 has been characterised by the delivery of interventions in key fragile states and protracted humanitarian crises. Notably, FCA has delivered emergency response interventions in refugee and Internal Displaced People (IDP) settings in the Central African Republic, Uganda, South Sudan, Jordan, Syria, Myanmar, and Somalia. In addition, FCA has responded to a number of sudden-onset natural disasters and conflict events during this reporting period, including in Haiti, Lebanon, Bangladesh, Ethiopia, and Afghanistan.

Like in 2020, FCA's 2021 Humanitarian Assistance was marked by the Covid-19 pandemic. Covid-19 affected FCA's programme countries and ongoing humanitarian programmes in multiple ways. Schools continued to face closures and health care systems were further stretched. Restrictions of movement and lockdowns affected FCA's capacity to implement ongoing programmes and some activities had to be cancelled or postponed. FCA partially restructured programming and delivered new digital tools and online ways of working.

Projects continued to prevent the spread of Covid-19 through dissemination of information about the virus and promoting good hygiene practices and social distancing measures. Activities included distribution of hygiene items, provision of clean water, and food aid and cash transfers to alleviate food insecurity and lost livelihoods and incomes. FCA further developed and promoted online learning opportunities for children and youth. The integration of Covid-19 activities to on-going humanitarian and development cooperation became a general practice in 2021. Examples of Covid-19 support programming were seen

The integration of Covid-19 activities to on-going humanitarian assistance and development cooperation became a general practice in 2021.

with refugee groups in Greece, and vulnerable communities in Nepal, who were severely affected by the Delta variant.

In response to the worsening humanitarian situation due to the conflict in Tigray in Ethiopia, FCA implemented in 2021 a water & sanitation, Gender Based Violence, and nutrition project, in cooperation with the Norwegian Church Aid (NCA).

In Lebanon, FCA, in collaboration with NCA, implemented a joint education in emergencies project in response to the Beirut port explosions. Rehabilitation of classrooms and sanitation facilities took place in six schools. Teachers received training in psycho-social support (PSS) and child protection. PSS activities for students began at the end of 2021. Beneficiaries received cash for education, and catch-up classes were planned for 2022.

FCA also continued preparations for a humanitarian programme in the Democratic People's Republic of Korea (DPRK). FCA conducted a networking exercise with relevant stakeholders, including UN agencies, NGOs and FBOs. FCA also partici-

pated in ecumenical dialogue platforms. Preparations for legal compliance included securing the sanctions exemption. Internal preparations focused on procurement, context analysis, setting up the country office and securing financing for the programme. Due to the continued closure of DPRK's borders, it was not yet possible to initiate programming activities in the country.

In Bangladesh, FCA finalised the implementation a joint programme with Dan Church Aid interlinking addressing Gender Based Violence, delivering Psychosocial Support and promoting Protection with Education in Emergencies (EiE) targeting the most vulnerable refugees, especially women and girls, from Myanmar.

In Haiti, FCA emergency responded with Diakonie Katastrophenhilfe (DKH) after a major earthquake struck the country in August 2021. The targeted families received unconditional cash, agricultural goods and agro-technical training.

Through partner Hungarian InterChurch Aid (HIA), FCA responded to the 2021 Afghanistan crisis. Food and winterization goods were delivered to targeted beneficiaries in the Balkh and Samangan provinces of Afghanistan.

FCA's humanitarian assistance was funded by various institutional funding organisations, such as MFA Finland, ECHO and UN organisations. Our humanitarian work was also supported through funding from Finnish parishes and private donors.

FCA's humanitarian response programming in protracted crises and emergency response settings has focused on EiE and Humanitarian Livelihood interventions. FCA has also integrated cash-based programming methodologies into the humanitarian livelihoods portfolio, as an effective mechanism for

delivering a quick emergency response. This has helped FCA to ensure that recipients have autonomy, flexibility, and dignity in making active choices about their needs.

FCA further worked to strengthen its Triple Nexus approach throughout 2021, connecting humanitarian, development cooperation and peace programming. Additionally, topics pertaining to the Climate and Environment have been high on the humanitarian agenda. FCA signed in 2021 climate and environment charter for humanitarian organisations. FCA also strengthened its humanitarian preparedness and rapid response capacity at programme, country and organisational level. FCA Humanitarian Roster is a register of professionals available for field assignments even at short notice. The Roster acquired a small number of new members, focusing on professional profiles in humanitarian programme management and coordination, EiE and emergency livelihoods. Due to travel restrictions imposed by the Covid-19 pandemic, field deployments did not take place in 2021, but members were able to provide remote support to programmes.

In 2021, FCA took part in many online annual meetings of global organisations and coordination bodies, including the Global Education Cluster (GEC), INEE, Global Food Security Cluster and other emergency livelihood specific organisations and networks. Based on the agreement between UNICEF and FCA, FCA's Stand-by Cluster Coordinator provided remote support to GEC RRT and country level Education Clusters. FCA participated in the Strategy Advisory Group and Partnership Forum of GEC. FCA also attended webinars and meetings organised by humanitarian networks of VOICE and ICVA.

FCA's humanitarian response programming in protracted crises and emergency response settings has focused on EiE and Humanitarian Livelihood interventions.



Advocacy

FCA's advocacy focused on the strategic themes Right to Quality Education, Right to Peace, Right to Livelihood, shrinking space of civil society, gender equality as well as development and humanitarian aid policy and funding related questions. Climate crisis became a more visible part of our advocacy. FCA's youth network Changemaker, also continued to train youth in Finland on diverse advocacy issues.

The indirect impacts of Covid-19 in developing countries, on people in the most vulnerable position and aid sector were central to our advocacy efforts. For instance, in Uganda FCA advocated on teachers' salaries and wellbeing when governments and donors were not willing to pay the teachers due to the school closures. In Finland, Back to School? – Education and Covid-19 crisis webinar with MPs was organised jointly with Fida, Plan and Save the Children. Op-ed by EDs of the organisations was published in several newspapers. With ACT Alliance, FCA advocated for vaccine equality and for people-centred, fair, and sustainable recovery. In Finland, FCA joined other NGOs to support WTO TRIPS Waiver for Covid-19 related patents.

The Covid-19 pandemic continued to restrict physical meetings and events, also at the international level. These restrictions have made civil society participation and advocacy efforts harder and less meaningful, especially during international summits like UN General Assembly. Several FCA country offices reported shrinking of civil society space due Covid-19 related restrictions.

On Right to Quality Education, important progress was achieved in FCA's long-term work on education advocacy in Finland, internationally and by our country offices. In the Report on Development Policy Extending Across Parliamentary Terms, Finland formalised the commitment on quality education as one of the focus areas of Finland's development policy. A similar focus was echoed in the Finnish Africa Strategy. Commitment to education is shared widely among political parties including those critical on development aid spending. In addition, the Centre of Expertise in Education and Development (FinCEED) began its operations. Already before, Finland had committed funding to the work of Global Partnership for Education and Education Cannot Wait funds. Education in Emergencies has become an acknowledged part of humanitarian action in Finland and internationally. FCA has advocated this actively for many years.

At the country level, major advocacy success was achieved in Cambodia where nation-wide policy on Career Guidance and Counselling (CGC) was adopted. This was the result of FCA advocacy that originated from FCA's pilot work with the first trained CGC experts in the country.

In East Africa, FCA participated in UNHCR Education in Emergencies donor briefing to provide up to date information about the situation and needs of refugees on both sides of



Uganda/South Sudan border. In CAR, our advocacy resulted in ten schools in Baboua sub-prefecture to offer free of charge access to education to internally displaced children. In Kenya, FCA developed designs and standards of inclusive WASH facilities that will be disseminated to all the counties for use in future constructions. In South Sudan, FCA is an active member of the Ad Hoc TVET committee, which works to harmonise the management and ownership of TVET at national level. In Somaliland, FCA advocated with relevant stakeholders for well-coordinated TVET programmes and to change community perceptions on TVET.

On Right to Peace advocacy, FCA published a report about best practices on inclusive governance focusing on programmes in Somalia since 2016. The work has resulted in the formation of four local district councils, as a key step in advancing state building in Somalia, with noteworthy achievements in inclusivity in local governance decision-making structures. The publication was informed by a consultation workshop with Somalia national stakeholders and partners in Mogadishu in June 2021. The publication was launched in a national event in Mogadishu with more than 50 participants representing government at federal and state levels, civil society, stabilisation and support actors. A video produced by FCA on the project's impact was also shown at the launch event.

FCA with NETW actively contributed and advanced coordination and information sharing on Women, Peace and Security 1325 and Youth Peace and Security 2250 agendas with civil society and MFA Finland. FCA supported the development of 2250 National Action Plan in Finland. In order to promote programmatic learning on 1325 and advance Finland's 1325 NAP, two workshops were organised as part of a workshop series on 1325 together with MFA Finland, FELM and CMI. Third 1325 workshop about the role of men and masculinities in 1325 was organised in May, including a case study from the Network for Religious and Traditional Peacemakers from their regional work in Asia.

After the coup, FCA organised together with FELM and LWF a discussion event on Myanmar in the Parliament. As a result, MPs issued a written question to MFA Finland. In addition, FCA MYACO Country Director Henry Braun briefed the Development Policy Committee on the situation in Myanmar.

On Right to Livelihood, FCA/FCAI Study on SME ecosystem development in LDCs Structural barriers to SME-ecosystem

Education in Emergencies has become an acknowledged part of humanitarian action in Finland and internationally. FCA has advocated this actively for many years.



development in LDC's – Regulatory Frameworks, Technical Capacities and Access to Finance was presented and discussed at the LDC Future Forum in Helsinki in October.

In Nepal, FCA supported advocacy towards the local governments for resource allocation to the women's groups and co-operatives. As a result, the project cooperatives and women's groups were able to access grants in the form of money and land for various purposes, for example, to conduct training for women groups, construction of cooperative buildings, and promotion of farm and off-farm based enterprises.

FCA advocated for human rights by supporting UPR processes in Myanmar, Uganda and South Sudan. Due to FCA ECOSOC status, FCA had access to UN processes and participated in a Working Group on the Right to Development to finalise it as a binding instrument and attended the CSW meeting on women's rights. In addition, FCA continued our engagement with the Thursdays in Black and 16 Days of Activism against GBV. A study on the implementation of gender equality goals in Nordic climate finance was also published during the Glasgow climate summit. The FCA Country Director of Uganda joined their national delegation to the COP.

Regarding Finland's development policy, FCA had a direct and active dialogue with decision-makers, made several statements and were heard by parliamentary committees, appeared in the media, organised discussions, and co-operated with other organisations. FCA advocated strongly for roadmap to 0,7% ODA

and development cooperation funding but this objective was not achieved, and the government decided to cut the aid budget in 2023. For 2022 budget, FCA was able to secure a small additional funding from parliament towards education in emergencies. FCA also advocated for international funding including co-funding, cost recovery and de-risking related questions.

FCA gave a strong input to the writing process of Dev. Pol. Committee's publication on the Triple Nexus entitled Greater than the sum of its parts, which was published by DPC in February 2021. FCA was one of the panel speakers in the webinar to launch the publication. FCA's video on Triple Nexus made in South Sudan was shown in the webinar. FCA's article focusing on Triple Nexus approach in different countries was published in Finland in Voice's publication in Dec 2021.

The evaluation of FCA's advocacy and a possible strategy update were postponed until 2022 to ensure coordination with the organisation wide FCA strategy review and the new programming period.

FCA advocated for human rights also by supporting UPR processes in Myanmar, Uganda and South Sudan.

Investment – Capital for development

Capital for development is a modality in which FCAI uses tailor-made analytics, tools, methods, and funding instruments to implement sustainable, impactful, and economically viable interventions in line with its mandate. As it aims to strengthen the capacity to work with the private sector in the programme countries, FCAI perceives “Capital for development” as a complementary modality to the other private-sector-related programmes.

FCAI fits perfectly in FCA’s strategic programmatic goals and especially, Right to Livelihoods –promoting the right to develop, secure, and sustain livelihoods through employment, entrepreneurship and strengthened resilience. Accordingly, and in order to utilise the institutional knowledge and to maximise synergies with FCA’s related programmes, FCAI has opted to conduct direct investments in countries where FCA is present, namely in Somalia and Uganda.

In 2021, amidst the Covid-19 pandemic, and as an entity specialising in SME development in developing countries and fragile contexts, FCAI made a conscious decision to double down on its mission and to keep promoting and advocating for supporting responsible and growth-oriented SMEs as a tool to boost economic resilience, create decent jobs and sustainable livelihoods in the target countries.

In line with its mandate, FCAI is focused on turning the “missing middle” challenge into an opportunity to create profitable and impactful investments in the target countries. To achieve this at scale it is necessary to address key SME-development obstacles, including but not limited to the lack of access to affordable finance. However, offering finance alone will not be a sustainable and scalable solution. Identifying the root causes that impede access to finance along with a consistent and active engagement to solve them, while having the SME-ecosystem in mind, is essential.

In 2021, FCAI designed a scalable model where business development services (pre-and post-investment) are challenged to target SMEs cost-effectively to increase productivity, standardise key processes, tackle data-asymmetry, and eventually reduce the due-diligence and other financing costs, which could simultaneously make the investment profitable for FCAI and more affordable for the SME given the value of the services received. The model is called “Missing Middle Opportunity Forum” (MMOF).

To operationalise the model, FCAI applied for Finnpartnership support to make a feasibility study for the modality in Uganda and Kenya. A plan was put in place and the study along with some piloting activities started in late 2021.

In line with its mandate, FCAI is focused on turning the “missing middle” challenge into an opportunity to create profitable and impactful investments in the target countries.

In 2021, FCAI has also successfully executed two direct investments in Somalia amounting to \$1.3m. These two investments are the first made in Somalia with a direct expected positive impact on underserved communities and vulnerable people given the nature of these businesses, value-chains, and projected growth.

In Uganda, the team grew bigger with six staff members who share different yet complementary skillsets in investment and SME development. The progress in Uganda in 2021 resulted in four direct investments in SMEs with a total commitment of 2.17€M where the impact of these investments is expected to go beyond the investee-SMEs to include local suppliers, partners, customers, households, and other stakeholders.

In Kenya, FCAI started its market-mapping/-entry activities, as part of the expansion plan in East Africa. The progress made in Kenya exceeded the expectations. As of December 2021, FCAI had an active pipeline (with 10+ potential investee-SMEs, the majority are in the Agri and food processing sectors) and two investment deals in the approval/advanced stages.

In addition, FCAI has been increasingly engaging with different private sector development initiatives, actors, and processes to advocate and push for more aligned and coordinated efforts aimed at supporting responsible and growth-oriented SMEs in the least developed countries. In that context, FCAI has participated actively in the LDC Future Forum and the preparation of the LDC-V summit in Qatar 2022. As part of that participation, FCAI and FCA conducted research on the SME-Ecosystems in LDCs (Somalia and Uganda as case studies) that feeds into the LDC-V summit and proposes a set of actionable recommendations to overcome key structural barriers to SME-ecosystem development in LDCs. FCAI also participated in TeamEurope Initiative “Investing in Young Businesses in Africa”, OECD Community of Practice – Private Finance for sustainable development (CoP-PF4SD) and Somalia DFIs Group.

2021 COUNTRY PROGRAMME ANNUAL SUMMARIES BY REGION

In 2021, FCA supported operations in 15 countries. We worked in close partnerships with local and international partners and key stakeholders addressing immediate humanitarian needs, while maintaining and building the basis for long-term sustainable development

In 2021, FCA had 11 country offices and worked in Asia, Africa and Middle East in development work, humanitarian assistance and advocacy with an additional focus on investments. FCA's country offices have the main responsibility for programme implementation

The country programme specific annual summaries include some examples of country programme (CP) results¹, and the direct beneficiary numbers. In some country programmes, partner implemented projects receive funding also from other donors besides FCA and FCA's back donors. The key results may include not only FCA's and its back donors' financial contribution, but also other donors' contributions.

The country specific project tables include the main projects implemented as part of the respective country programme in 2021 and may exclude some smaller projects or carry-overs from 2021. The primary funding source can be seen in the country specific project tables.

ASIA

Cambodia, Myanmar, Nepal

MIDDLE EAST

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

AFRICA

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

¹FCA's humanitarian operations in Lebanon, Bangladesh, Haiti and Afghanistan, are described in the section Humanitarian Assistance.



AFRICA

The Central African Republic

Overview of CAR Country Programme

After the presidential and parliamentary elections in December 2020, the humanitarian needs increased to the highest level since 2014, due to the subsequent conflict and violence. The Covid-19 pandemic did not have a significant impact in terms of restrictions on movement or gatherings. However, it strongly affected the economic situation of the country and the local communities with 70% of the population expected to sink into extreme poverty in 2021-22.

FCA's programme in CAR continued to focus on improved access to quality primary education for all, strengthening the inclusion of drop-outs and children with disabilities. With the increasing violations of human rights, protection activities became an important part of the country programme. This was enabled through a new partnership with United Nations High Commissioner for Refugees (UNHCR) on protection monitoring, particularly working with returned refugees and displaced persons. In livelihoods, FCA supported groups of youth and women to develop their economic resilience. In peace work, CAR country programme empowered youth as active agents in their own lives and in the peaceful and sustainable development of their communities.

The Central African Republic country programme was implemented in the prefectures of Mambéré-Kadéï, Sangha-Mbaéré, Nana-Mambéré, Ombella M'poko, Ouham-Pendé, Ouham and Mbomou. FCA managed to keep Bangassou office open, but two other field offices were closed due to lack of funding. Most of the country programme was implemented directly by FCA, but the work and capacity of two local civil society partners (Mediators' Network and Caritas) was also supported.

The country programme was in line with a number of key policies, including the National Recovery and Peacebuilding Plan RCPA, Education Sector Plan 2020-29 and Humanitarian Response Plan 2021.



43,646

learners have increased access to quality education, formal or non-formal.



157

teachers had their capacity strengthened in basic pedagogy, inclusion, gender and child protection and psychosocial support.

869

persons had their skills and knowledge increased about the electoral process, leadership and citizenship.

48

school PTAs were supported and play a key role in maintaining school infrastructure and raising awareness on the importance of education.

57,229

24,224 31,914

direct beneficiaries reached by the Central African Republic Programme in 2021.



Main Objective 1

People and Private Sector

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

In order to promote the right to inclusive and sustainable economic growth (MO1), FCA supported 300 people to boost their agricultural production and 130 people to set up other income-generating activities. The young people were structured into small groups to develop together activities of their choice and were provided with start-up kits. For groups that did not have a legal existence, the project facilitated their registration by the relevant government services.

In order to support the economic autonomy of the targeted young people and reduce their engagement in risky and violent behavior, six youth peace club- groups were created with a total of 120 members. Six start-up kits were distributed to the groups. In addition, all the 1,763 livelihood group members, (1,109F; 654M) were trained in designing a business plan, managing a business and simplified accounting as well as on good agricultural and livestock practices, the processing of agricultural products, soap-making, culinary arts, cutting and sewing, blacksmithing and brickmaking. They gained skills on conflict management, peaceful cohabitation, and social cohesion. At the same time, those beneficiaries who could not read or write benefited from functional literacy training. The trainings and activities enabled the young people and livelihood group members to improve their knowledge and technical skills for the proper management of income-generating activities. As a result, both the youth groups and livelihood groups have increased their production and monthly income, enhancing their economic self-reliance.

Main Objective 2

People and Governance

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

Under the objective the right to improved and inclusive governance and services (MO2), FCA worked with government primary schools and education authorities to promote inclusive access to quality education. Most of the successful advocacy took place at the local level and included ensuring free access to school for

displaced children and appointment of education officials in the remote conflict-affected prefectures. FCA also consistently built the capacity of the authorities, including training of trainers for 46 district level education authorities and the continuous involvement of the officials in monitoring and field missions.

Through innovative awareness raising activities (music & dancing, targeting weekly market days for bigger audience etc.), the communities have increased their understanding of importance of education, which is evidenced by the rising numbers of learners in the target schools. The community sessions, which reached 7,128 adults (3,305F; 3,823) identified the main hindrances to education (financial hardship, early pregnancy and marriage, child labour etc.) in each locality and sought solutions to overcome them. The parents' associations and education networks are now actively sensitising other parents, both through community meetings and door-to-door visits. Altogether 43,646 (19,914F; 22,086M) learners have now access to improved quality education, formal or non-formal. The catch-up classes were successful and the 351 learners (139F; 212M) who finished the course have now joined and stayed in formal education. Encouraging girls to join the courses was more difficult, however, the dropout rate of girls was lower than for boys.

Altogether 157 teachers (27F; 130M) were trained in formal and non-formal education, including in basic pedagogy but also child protection, psycho-social support, inclusion, gender equality and comprehensive school safety. FCA strives continually to increase the number of female teachers but finding educated women in the remote villages is a challenge. The feedback received from the teachers, learners and parents' associations has been very positive, and they report that they feel more competent to plan the lessons and have a gentler approach towards the children. All the trainings were organised face-to-face.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

Actions supporting people to fulfil their legitimate and active role for positive change in societies (MO3) included capacity building of community-based organisations and formal and informal community structures. Altogether 869

participants in nine sub-prefectures (291F; 578M) had their skills and knowledge increased about the electoral process, leadership and citizenship, with components of dialogue building and effective networking. The two partner CSOs had their capacity strengthened in good governance, complaints and feedback mechanism and MEAL.

The three community-based organisations (Central African Women Organisation OFCA, Prefectoral Youth Committees CPJ and Local Peace and Reconciliation Committees) supported by FCA raised awareness particularly on the local elections and voting, social cohesion and the importance of female participation and peaceful election process.

FCA's peace programme has further enhanced the technical knowledge in conflict early warning of the Mediator Network and supported their operative, financial and administrative capacity, so that they now can better manage projects and diversify their funding. The network participates in the training of community leaders on conflict management and leads awareness campaigns on the fight against hate speech. The country programme has also involved Caritas Bozoum organisation in monitoring the implementation of agricultural activities in order to promote effective transfer of skills to the local level.

A total of 120 members (60F; 60M) of the 12 Youth Peace Clubs within high schools and youth centers have had their capacity further enhanced. The clubs benefited from trainings on political education, leadership, election hate speech and citizenship, and income generating activities, to enable them to organise awareness raising, debates, advocacy, socio-cultural events and inter-school peace debates independently. Women and young girls are particularly encouraged to take an active role in society and to voice their concerns and needs.

Out of the 49 primary schools targeted by the education programme, 48 currently have functional parents' associations. In the parents' associations, 27 women participate in the management of the school, whereas previously most of the parents' associations had no active female members. The parents' associations maintain the school infrastructure, collect fees from the parents, monitor the teachers' attendance and raise awareness on the importance of education. The 25 local education networks created by FCA raised awareness on the importance of

education, identified the out-of-school children/youth, analysed the reasons for drop-outs, and sought pathways for out-of-school children to access education at an appropriate level.

The protection project identified 1,381 protection incidents and assisted the victims (including 566 survivors of sexual or gender-based violence). Altogether 18 Local Protection Committees and four counselling centers were established and supported, and the network of 100 community relays helped in monitoring and helping the victims.

A total of 12 brief trainings on Disaster Risk Reduction considered climate-induced hazards (floods, storms, drought etc.) and how to prepare for them. A small component on Comprehensive School Safety/DRR was included in all the teacher trainings and parents' association trainings with 262 people trained in total.

Evaluations

The final evaluation of the MFA Finland funded four-year youth peace project was conducted internally. The main conclusion was that FCA has a good approach of working with and involving the communities but needs to strengthen the identifi-

cation and inclusion of children with disabilities and to improve documentation of lessons learnt.

Partnerships and capacity building

Most of the programmes in CAR are implemented directly by FCA but in close collaboration with other NGOs, government departments and coordination mechanisms. The two key implementing partners are Mediators' Network (Le Réseau des Médiateurs; RM) and CARITAS Bozoum. Besides mentoring, the partners benefited from trainings on resource mobilisation, accounting programme SAGE and Monitoring, Evaluation, Accountability and Learning (MEAL). Both partners now have a complaints and feedback system.

FCA works very closely with government counterparts and administrators particularly at decentralised levels. The partnership with several United Nations agencies (UNICEF, UNHCR, UNDP) and the United Nations Multidimensional Integrated Stabilization Mission in CAR (MINUSCA) provided not only funds but also advocacy and information sharing opportunities. FCA is an active member of Protection, Education and Food Secu-

rity clusters, and leads the Social Cohesion working group. Advocacy forms an important part of the relationship with government and UN agencies, and overall, the country programme has been systematizing its advocacy work.

Challenges and lessons learnt

The key challenge was increasing insecurity in many of the target areas, which led to changes in the target zones and delayed the implementation of activities. After the December 2020 presidential and parliamentary elections, the fighting between the government and opposition troops intensified and led to displacements and movement restrictions in many areas. One of the field offices was closed for a whole month.

It is difficult to find and retain skilled and experienced personnel in CAR. There is also fierce competition between aid agencies for funding. The road infrastructure is very poor with regular vehicle breakdowns and non-delivery of materials, which needs to be considered in the planning of activities especially during the rainy season. Furthermore, the field offices have had to learn creative ways of operating without internet connection or electricity.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11533	FCA CAR Programme support & Office	FCA	MFA Dev	297,535
11903	CAR CO - FCA other projects PMER support	FCA	FCA	655,527
11933	Women's Bank project supporting women's groups in the war affected area of Bozoum	FCA	Women's Bank	95,529
11982	Youth Peace Builders	Réseau des Mediateurs	MFA Dev	174,000
12113	Support for sustainable income-generating activities for vulnerable people	FCA	UNDP	168,985
12142	Support to groups through literacy and strengthening of technical and organizational capacities of members, Mbaiki / Lobaye CAR	FCA	UNDP	103,108
12164	CAR MFA HA EIE 2021-22	FCA	MFA Hum	244,530
12171	Appui aux groupements à travers l'alphabétisation et le renforcement de capacités techniques et organisationnelles des membres MBAIKI 2	FCA	UNDP	33,447
12187	CAR JR7	Réseau des Mediateurs, CARITAS	Dutch MFA (via ICCO)	406,998
12188	Monitoring de Protection dans les zones de retour des refugies centrafricains	FCA	UNHCR	595,498
12192	Stabilize and transform politically conflict-affected zones	FCA	MINUSCA	119,146
12226	Rétablissement d'un environnement éducatif sain et protecteur pour les enfants de Baboua	FCA	CAR Humanitarian Fund	59,436
12232	L'approche intégrée de l'éducation	FCA	UNICEF	176,012
Total (€)				3,129,751



Kenya

Overview of Kenya Country Programme

In 2021, the country programme was implemented in the arid and semi-arid parts of Kenya i.e., Kalobeyei Settlement in Turkana County, Garissa, Baringo, Elgeyo Marakwet and West Pokot as well as Nairobi and Mombasa Counties. FCA worked in close cooperation with the donors, government stakeholders, local communities, humanitarian agencies and other relevant stakeholders. In Nairobi County, FCA collaborated with Taka Taka Solutions and NGO Mondo, while in the other regions the work was largely self-implemented.

Implementation in all sites was affected by curfews, lockdowns, and restrictions of movement in the first three quarters of the year put in place by the government of Kenya to curb the spread of the Covid-19 pandemic. FCA's work was greatly affected, especially the implementation and monitoring of projects, owing to the restrictions on movement, ban on face-



24,703

primary and pre-primary learners have access to quality education through learning materials and improved learning spaces.



10

Women Talking Circles supported community level peace dialogue through different activities.



Over
2,000

community members increased their awareness on disaster risk reduction and climate change adaptation.



FCA supported women's engagement in peace building through intra and inter ethnic meetings, and for the first time women successfully mediated land related disputes along the Kerio Valley.

30,709  14,830  15,879

direct beneficiaries reached by the Kenya Programme in 2021.

to-face meetings and school closures in 2020, which spilled over into 2021. To respond to the crisis, FCA engaged partners and other stakeholders to support the monitoring of the projects, instituted internal measures to curb the spread of the Covid-19 virus such as wearing of face masks, installed handwashing stations in schools and offices, supplied soap, sanitizers and adopted virtual meetings.

The country programme expanded its operations in the livelihoods and Water Sanitation and Health (WASH) sector. A new innovative project focusing on Digital Competencies and Creative Industries was launched with the aim of promoting entrepreneurship and jobs creation for the youth in informal settlements in Nairobi. In addition, the country programme focused on education sector development, along with strengthening its work in peace building, gender equality and inclusion (including disability) and climate change adaptation as key crosscutting issues.

FCA Kenya country programme was implemented in line with and contributed to the government education policy objectives, Kenya's Vision 2030 Social Pillar and the Sustainable Development Goals.

Main Objective 1

People and Private Sector

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

In order to support the achievement of the right to inclusive and sustainable economic growth (MO1), FCA engaged Taka Taka Solutions Limited (TTS), a private partner operating in the waste management sector in a pilot project entitled Business from waste for women in Nairobi. The project aims at empowering women economically through waste management value chain. The project enabled the recruitment of 30 female waste pickers for formal employment as well as maintenance of 50 existing waste-picking jobs during the first quarter of project implementation, hence enhancing access to paid work for women in a vulnerable position. The waste-pickers also strengthened their professional skills in a training organised by the project focusing on hygiene and sanitation and waste management value chain. The waste pickers also benefitted from personal protective equipment and sanitary pads through a social benefit scheme that was developed and piloted by TTS.



Further, the country programme supported 12 Community Based Organisations (CBO's) with livelihood start-up kits comprising of 15 dairy goats and 82 local goats. The initiative promoted the community members' access to alternative sources of livelihood and supported income generating opportunities for sustainable economic growth. However, the plans to support youth's access to vocational training and Linking Learning to Earning (LL2E) were postponed to January 2022 when the digital competency training is due to be launched.

Main Objective 2

People and Governance

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

Under the objective promoting the right to improved and inclusive governance and services (MO2), FCA supported access to quality education for 24,703 learners (12,872F; 11,831M) against the annual target of 21,299 learners. Out of these 812 (382F; 430M) were learners with a disability. Five new permanent classrooms were constructed, and 21 existing classrooms were rehabilitated to provide safe and accessible learning spaces for learners, including those with disabilities. Trainings were organised for 259 teachers (79F; 180M) on Competency Based Curriculum (CBC), pedagogical instruction, lesson planning, Teachers in Crisis Context (TICC), menstrual health management and safe hygiene practices.

FCA facilitated teachers and learners' engagement and mentoring through radio sessions. Learners were encouraged to listen to pre-recorded remedial lessons

on the radio. Teachers without Boarders volunteer experts (TwB) mentored the teachers in Kalobeyei via the WhatsApp platform. The country programme also built the capacity of MOE officials at the national and county levels to increase their skills in data collection and management, including Education Management Information System (EMIS). This resulted in better management of the National Education Management Information System (NEMIS), which is used to record and maintain the data of learners enrolled in the schools. This is in line with the Comprehensive Refugee Response Framework (CRRF) and Kalobeyei Integrated Socioeconomic Development Plan (KISEDPP).

Through the Act Kenya Forum, Education in Emergencies Working groups and UNHCR quarterly meetings, the country programme conducted various advocacy initiatives, which led to coordinated efforts amongst the participating agencies. This resulted in additional funds received from UNHCR for the construction of classrooms, gender sensitive and disability inclusive latrines and permanent WASH facilities in Kalobeyei Settlement.

FCA advocacy initiatives also led to the establishment and opening of a new police post namely Dira in Baringo County as well as posting of a special deputy county commissioner (DCC) to coordinate peace efforts across the three counties.

Altogether 246 (93F; 153M) duty bearers from Kerio Valley participated in a capacity building initiative on preventing Gender Based Violence (GBV) and establishing referral pathways in Elgeyo Marakwet County. This event brought together the Chief Administrative secretary for the Ministry of Gender, Youth and Public



Service, Women lawyers from the Federation of Women Lawyers (FIDA) Kenya and focused on women's empowerment and rights and sensitising the women on referral pathways for victims of gender-based violence so that they can access timely and affordable legal services.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In 2021, FCA promoted participatory peace processes, which contributed to people fulfilling their active role for positive change and enhanced social cohesion and peaceful co-existence of the communities (MO3). FCA Kenya facilitated trainings that brought together the duty-bearers and right-holders from three counties on peace building and dialogue. Following the trainings, the participants were able to establish three new peace committees, which facilitated the rollout of the peace dialogues and public outreach peace campaigns in selected conflict flash points and cattle camps especially in Baringo County.

Kenya country programme also strengthened traditional conflict resolution mechanisms. FCA Kenya facilitated

10 community led processes, which included the identification and formation of three new peace committees, engagement meetings on the use and importance of early warning early response (EWER) system, linking peace committees to EWER hubs, multistakeholder consensus building forums, use of radio programmes, local level intra and inter-ethnic conflict resolution meetings, implementation of peace actions and facilitation of 10 Women Talking Circles to enhance women's participation in peace building. The activities created a platform to establish contacts, build networks, and discuss key issues affecting peace and security in Kerio Valley. The Women Talking Circles and the related radio sessions allowed women to highlight and discuss issues affecting them. The radio sessions were effective in reaching a larger number of community members, increasing community ownership of the issues, and promoting peaceful co-existence in the local communities. The country programme also facilitated the formation of two women groups that worked towards responding to inter clan disputes in Marakwet.

The PTA members in 13 Kalobeyei settlement schools (seven pre-primary and six primary schools) benefitted from ca-

capacity building on child rights, Prevention of Sexual Abuse and Exploitation (PSEA), and care for children with disabilities. This provided a basis for proper decision making by the school management and the PTA members in matters that require their intervention.

In a bid to improve disaster prone communities' capacity to prepare for and recover from adverse events, FCA incorporated Climate Change and Adaptation (CCA) interventions in its peace programming processes in Kerio Valley. This was achieved through the provision of modern top bar hives and honey harvesting kits to six groups as part of climate smart initiative to increase their capacity to cope with the effects of drought. The right-holders benefited from capacity building on bee keeping and honey harvesting training, which were conducted to support CCA processes. In addition, radio sessions reached over 2,000 community members and increased their awareness in disaster risk reduction and climate change adaptation.

Evaluations

The country programme conducted two project evaluations i.e., for the MFA funded Education in Emergencies Response to Covid-19 in Kalobeyei Settlement and

the Northern Kenya Integrated Development Project (NOTKID).

The evaluation of EIE COVID-19 response noted that the project had addressed relevant issues such as lack of gender-segregated WASH facilities, early pregnancies and mental health issues that were challenges undermining the right to education. Consequently, the number of learners in the targeted schools increased and especially girls felt more empowered through better menstrual hygiene management. The evaluation recommendations included more desks for the learners, frequent distribution of dignity kits to girls, support to the recruitment of more teachers, increased number of trainings for teachers on Competency Based Curriculum (CBC), and greater involvement of parents and caregivers in the design and support to the learners. The report also noted that involving all the stakeholders during the design stage and implementation of activities is a key to sustainability.

The four-year NOTKID peace programme (2018-2021) was also evaluated. The evaluation report noted that the project activities targeted appropriate beneficiaries and reflected the needs of the local communities. The evaluation recommended enhanced sharing of information with the right holders, ensuring timely and appropriate communication on the complaints mechanism, and FCA launching a

Training of Trainers (ToT) component so that those who have been trained can pass on their skills and train other community members in conflict mediation and dialogue techniques.

Partnerships and capacity building

FCA continued to support civil society partnerships and networks to expand operations but also to ensure quality implementation and strengthened presence and visibility. A collaboration was established with Taka Taka Solutions Limited in a bid to create more jobs for vulnerable women in the informal settlements of Nairobi and working in the Dandora and Kitengela dumpsites. FCA supported the partner through training in reporting, M&E, financial and human resource management. FCA also established collaboration with Bureau of Population Refugees and Migration and remained an active implementing partner of UN agencies such as UNICEF, UNHCR, and WFP. Synergies were identified with Humanity and Inclusion to cater for the needs of learners with disabilities and DRC to refer PSEA and Child protection issues. The country programme also collaborated with NGO Mondo in piloting the Digital Competency and Creative Industries project. FCA invested in collaboration and coordination with ACT Kenya Forum, local and national

platforms including the Intercounty Gender Working Group, The National Education in Emergencies Working Group for coordinated response amongst the other agencies.

Challenges and lessons learnt

The most significant challenge encountered was the Covid-19 pandemic, which threatened the continuation of interventions. The lockdowns and curfews imposed by the government restricted intercounty movement and made monitoring visits to some areas impossible. The country programme adapted the activities and sought alternative strategies to deliver learning content such as radio lessons and online mobile mentorship for teachers.

The country experienced severe drought in the arid and semi-arid counties of Marsabit, Garissa, Mandela, Baringo, West Pokot, which led to loss of lives and livestock. This prompted the President to declare the drought a national disaster which called for humanitarian interventions and supply of relief services to the affected populations. The drought led to increased conflicts thus greatly eroding the gains made by the peace project in Kerio valley.

Furthermore, the dwindling funding situation in the country led to budget cuts by donors such as UNICEF and UNHCR.

Project list and financial summary

Project number	Project name	Partner	Primary Funding Source	Costs (€)
11278	Northern Kenya integrated development project (NOTKID)	FCA	MFA Dev	152,969
11740	Peace and livelihood promotion for youth in Kenya	FCA	FCA	38,715
11782	MFA frame funded projects PMER support	FCA	MFA Dev	237,154
11783	GG and other institutional donors' projects PMER support	FCA	FCA	235,825
12101	Improving access to safe and inclusive quality education for primary school aged children in Kalobeyei refugee settlement	FCA	UNICEF	34,840
12150	Livelihood support through Women's Bank	FCA, TAKATAKA	MFA Dev, Women's Bank	47,242
12173	Education in Emergencies Response for COVID19- affected children in Kalobeyei Settlement and surrounding host community in Kenya	FCA	MFA Hum	466,535
12186	Provision of Safe and Inclusive Pre-Primary and Primary Education	FCA	UNHCR	664,455
12211	Improving access to safe and inclusive quality Accelerated Education for primary school over- aged children in Kalobeyei refugee settlement	FCA	UNICEF	230,238
12219	Supporting Kenya education sector: digital competencies and creative industry trainings to youth in Nairobi informal settlements"	FCA	MFA ESTONIA	32,625
12221	RISE - Right to Inclusive and Safe Education in Kalobeyei	FCA	US-DOS PRM	136,565
Total (€)				2,277,163



Somalia

Overview of Somalia Country Programme

Conflict and insecurity remained widespread in most parts of Somalia. An estimated 2.9 million people were displaced internally by conflict and natural disasters of whom 2.2 million required urgent humanitarian assistance and protection. By the end of 2021, more than 3.2 million people faced severe shortages of water, food, and pasture. Nearly 169,000 people were displaced due to the drought, while at the same time large parts of Somalia were prone to severe riverine and flash flooding. The widespread flooding affected over 400,000 people in 14 districts and displaced over 100,000 people from their homes in mid-2021. Erratic and late rains affected the planting season, exacerbating the already significant food security concerns. Humanitarian access remained a challenge in many areas, hindering the timely delivery of assistance.



12,000

learners benefitted through Mobile Cash transfer to purchase scholastic materials. 6,980 learners received learning materials through voucher cards.

A labour market information system was developed and supported for Ministry of Employment, Social Affairs and Family.



240

primary school and ABE teachers increased their knowledge on inclusive education, learner-centered pedagogy, and school management.



With FCA's support, Barawe district council was formed with 20 men and 7 women elected to the new district council.

16,306  7,196  9,110

direct beneficiaries reached by the Somalia Programme in 2021.

FCA Somalia country programme focused on strengthening governance and creating opportunities for the local youth. Furthermore, a Communication and Advocacy Plan was developed to advocate for the needs of the people FCA works with, when cooperating with the government, donors, the private sector and other NGOs. Donor networks were strengthened by engaging with the existing donors and establishing contact with new donors, contributing to the expansion of the country programme.

FCA implemented the country programme in Jubaland, South-West State, Hirshabelle, Galmudug, Mogadishu and Somaliland. FCA worked in close cooperation with its local partners Centre for Research and Dialogue (CRD), Gargaar Relief and Development Organization (GREDO) and GAVO and HAVAYOCO centres. In addition, Somalia country programme continued its collaboration and partnership with the government agencies including Ministry of Interior, Federal Affairs and Reconciliation as well as Ministry of Education.

Main Objective 1

People and Private Sector

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

In order to promote inclusive and sustainable economic growth (MO1), the country programme worked to smoothen the transition of tailoring students to income-generation. In 2021, 70 trainees (38F; 32M) graduated with level II professional tailoring and garment design skills after a one-year training programme at centers run by GAVO and HAVAYOCO. Business coaching allowed the youth to obtain relevant market and employment information, and a majority of them were able to start businesses.

Altogether, 12 new businesses were created by 46 graduates of the entrepreneurship training. A total of 46 trainees (24F; 21M) were chosen from 12 different groups and were consequently trained on business start-ups. The training focused on developing a marketable business idea, realistic budget and relevant implementation plan, as well as incorporating innovation and technology as part of the business plan.

Main Objective 2

People and Governance

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

Under the objective the right to improved and inclusive governance and service (MO2), FCA supported one district council formation process, which was initiated/re-initiated in Barawe District. The participatory process included the communities, clan elders, women and youth through knowledge sharing sessions on the local government, reconciliation, civic dialogue, and civic rights. Furthermore, a power sharing agreement was reached among key clans and communities in South Galkacyo and Afmadow districts of Galmudug and Jubaland Federal Member States.

A labour market information system was developed and supported for Ministry of Employment, Social Affairs and Family. This significantly improved sharing of employability information between institutions and skills training graduates. The system was also designed to keep track of all internships and job placements for young people, as well as to connect them with employers and potential private sector employers in the market. The system also facilitated information exchange procedures on youth employment between Ministry of Employment, Social Affairs and Family MOE&S, TVET Centres, and the commercial sector.

In the education sector, FCA facilitated the translation of the garment and tailoring curriculum level I from English to Somali as part of the MoE TVET department's capacity improvement strategy. In addition, FCA worked with MoE's TVET department to organise a national TVET conference attended by all TVET stakeholders in Somaliland. The purpose of the conference was to promote cooperation among TVET actors in the public and private sectors as well as with development partners and TVET providers. This improved coordination between the relevant government institutions, TVET centres, the business sector, and the communities in order to harmonise curriculum development and coordinate TVET programming.

Furthermore, 560 Community Education Committee (CEC) members, PTA members and social workers were trained on school management and psychosocial support. FCA conducted trainings

of teachers that covered relevant pedagogical skills using the contextualised Teachers in Crisis Context and FCA training packages. Altogether 240 (74F; 166M) primary school and ABE teachers participated in trainings that increased their knowledge on inclusive education, learner-centered pedagogy, and school management.

In 2021, FCA renovated 10 new temporary learning spaces and 16 classrooms in Baidoa, Hudur and Elbarde. FCA also supported the enrollment and retention of 12,000 learners in the target schools through Mobile Cash transfers to purchase scholastic materials. As part of the efforts to retain girl children in school, FCA supported 1,500 adolescent girls with sanitary kits.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In order for people to fulfill their legitimate and active role for positive change (MO3), open dialogue and reconciliation sessions were organised for 30 participants from Jowhar district to engage in social reconciliation. In Barawe, 320 persons participated in social reconciliation sessions. The district council formation process was validated by 150 members in December 2021 in Jowhar. A similar validation took place by 110 participants in Barawe. FCA launched consultations with influential women groups, which served as platforms for encouraging local women and CSO female members to advocate for 30% women quota in the parliamentary elections. Wider audiences were reached by a radio programme that raised awareness on the importance of legitimate inclusive local councils, civic rights, government duties and responsibilities as duty-bearers, and generated discussion on democracy and human rights.

FCA's efforts to strengthen the capacities of the local civil society paid off in the education sector when the TVET partners developed a business and recovery plan to promote their self-financing and sustainability in the long run. Based on the plan, the partners will establish long term actions and modalities for engaging with other key actors to build a strong and sustainable TVET programme in Somalia. The country programme also facilitated discussions and activities on social reconciliation that were partici-

pated by 360 persons (63F; 297M). The session targeted community members, the elders, youth and women groups.

Furthermore, 100 crisis affected children from 10 Children's Clubs and 100 CECE members increased their capacity in DRR and supported their respective schools in promotion of positive coping mechanisms in the event of crisis. School safety was further enhanced with 11 school based DRR and safety plans that were put in place to address crisis, risks and hazards.

Evaluations

The country programme carried out a final evaluation of the MFA Finland funded project entitled Improving employment and livelihood opportunities for Somaliland youth through TVET and business skills development. The key recommendations included strengthening the post training component of the project and supporting the graduates with startup kits and business grants. The evaluation also recommended enhancing engagement with the government, private sector and community stakeholders to strengthen systems and ensure sustainability. In addition, the report noted that continued coordination with other humanitarian partners, donors and development agencies and TVET partners can help maximise resources available to FCA.

Partnerships and capacity building

The country programme strengthened its networks with different Nordic coun-

tries, and in particular with the Embassy of Sweden in Nairobi on a concept note on Local Governance, Reconciliation and Women Civic participation.

The country programme continued participating in ACT Somalia forum meetings, and participated in a regional directors meeting in Nairobi to discuss closer collaboration of ACT members in Somalia. The forums have provided important platforms in particular for enhanced collaboration on funding opportunities.

FCA education programme continued to be implemented in a consortium while closely maintaining coordination with the South-West State MOE to implement the projects. This has created synergy and improved coordination in hard-to-reach areas and sharing of ideas and greater visibility of FCA Education programmes.

FCA is an active member of the Somalia Education Clusters at Federal and SWS levels, led by Save the Children (SC) and UNICEF. FCA regularly participated at the Bay Regional Education Cluster meetings and in the national education Cluster meetings.

Challenges and lessons learnt

FCA's peace work was affected by a significant increase in clan-driven violence in Somalia. The political crisis culminated on 26 April 2021 when wide scale armed clashes erupted between the government and opposition forces in the capital area. Conflict and insecurity remained widespread in most parts of the country and were the main drivers of internal displacement in 2021.

Access and security challenges affected education infrastructure development

due to Al-Shabaab manned roadblocks to schools. This hampered the delivery of construction materials and personnel and delayed project implementation.

Somalia is the most severely drought-affected country in the Horn of Africa. The cumulative effects of the three consecutive below-average rainy seasons resulted in a sharp increase in education, food and health related needs, especially in rural areas. The drought emergency declared on 23 November 2021, affected at least 3.2 million people in 90 per cent of the country's districts and displaced some 169,000 people.

In livelihood, Linking Learning to Earning (LL2E) approach positively contributed to how the tutors led the courses, adding guidance, counselling, business coaching and business development to the training. Joint monitoring with the government ensured a good follow-up of the trainees and their jobs, including ensuring appropriate working conditions.

Under the education programme, Adult Basic Education (ABE) system was introduced by FCA and became one of the most fruitful education systems in Bakool region. Before FCA introduced the ABE system, adolescent boys and girls felt that they were too old to attend school. Now out of school children are very interested in re-joining the education system and learning at their own pace. Bakool region has encouraged FCA to continue and expand its operations in the region.

FCA also effectively utilised social media e.g. twitter and FCA global platforms to share information about the results of our work, thus greatly enhancing the visibility of our actions.





Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
10781	SOCO Somali Country Field Office	FCA	MFA Dev	367,690
11919	SOCO CO - FCA other projects PMER support	FCA	FCA	240,246
11935	Rehabilitation Pilot Project for High-Risk Prisoners in the Baidoa Prison, Phase III	FCA	FCA	26,287
11951	Strengthening local governance structures for more accountable and inclusive Federal Member States in support of the Wadajir National Framework - Phase II	CRD, EISA	EU	1,318,716
12091	Somaliland TVET project to improve quality and inclusiveness of TVET training and enhance earning perspective for the Somaliland youth	HAVOYOCO	MFA Dev	434,035
12098	Support for freedom of expression and media in Somalia	VIKES	CR	50,000
12120	Inclusive Education in Emergencies for Crisis Affected Children in Baidoa of South West State of Somalia	FCA	FCA DF	49,107
12127	Integrated and Inclusive Education in Emergencies Response for Crisis Affected Children in Hard to Reach Areas of Somalia	GREDO	ECHO	537,555
12191	Somalia national consultation process support	FCA	MFA Pol	48,871
12205	Inclusive Education in Emergencies for Crisis Affected Children in Baidoa of South West State of Somalia	FCA	FCA DF	38,825
12207	MIDEEYE - Support of the National Reconciliation and Local Governance in Somalia	FCA	MFA	348,691
12212	Right to Education for All for Displaced Children in Hard to Reach Areas of Southwest State of Somalia - READ Project	GREDO	ECHO	490,476
Total (€)				3,950,499



South Sudan



Overview of South Sudan Country Programme

In 2021, 8.3 million people in South Sudan were in need of humanitarian assistance whereas 2.3 million people were displaced outside of the country and 1.7 million internally displaced. Ahead of the elections anticipated in 2022, insecurity continued to cause great concern despite an overall decline in violence compared to 2020.

The humanitarian space was affected in Pibor when the local youth caused the temporary expulsion of all the NGOs working in the area due to a misunderstanding concerning the deployment of staff from other parts of the country. As a result, all NGOs evacuated their staff for several weeks, some for months.

Flooding was the most significant and recurrent natural disaster in 2021. The flooding along the Nile River caused internal displacement and disrupted people's livelihood and education activities, affecting an estimated 800,000 people across the country. The impact of



3,200

households were supported through unconditional cash assistance.



12,757

learners in vulnerable situations had access to quality formal education.



Nationally approved TVET curriculum for seven trades was translated into 5 national languages to be used across South Sudan.

1,029

persons participated in 3 intra-communal dialogues facilitated by Inclusive Peace Committee and local authorities with support from FCA.

56,240  27,394  28,846

direct beneficiaries reached by the South Sudan Programme in 2021.

Covid-19 pandemic was not significant as schools reopened and restrictions on movement and gatherings were lifted.

In 2021, South Sudan country programme supported IDPs, returnees and host communities in the target areas. The country programme implemented peace, education and livelihood projects and promoted synergies between the themes for greater impact. In line with the annual plans, FCA worked towards ensuring education and child protection in schools and in promoting psychosocial support (PSS) at school and community level. However, funding in Education in Emergencies shrunk with the exit of UNICEF due to funding challenges. The nexus approach was also developed further with one project focussing on the humanitarian-development Nexus approach and the other on humanitarian-peace-development approach.

The country programme was implemented primarily in Jonglei State, Central Equatoria as well as in Western Equatoria State where access to basic services is very limited, in most cases provided by UN and NGOs. The programme was also expanded to upper Nile, Central Equatoria and Western Equatoria States. Programme activities were mostly self-implemented. However, two main partners co-implemented activities with FCA, namely SSCC (South Sudan Council of Churches) and SALF (Standard Action Liaison Force).

The country programme contributed to advancing the National General Education policy 2017-2027 as well as the newly launched South Sudan National Disability and Inclusion Policy in the education projects. FCA worked closely with the Ad Hoc Committee on TVET, which seeks to harmonise the TVET work at policy level between the Ministry of Labour and Ministry of Education. This has yielded positive results and both ministries are now well represented in important policy level discussions and decisions related to harmonised curricula, guidelines and manuals.

Main Objective 1

People and Private Sector

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

In order to promote people's right to inclusive and sustainable growth (MO1), the country programme created opportunities for alternative learning for 221 youth (98 male, 123 female) under the TVET

component, making use of a nationwide approved curriculum for seven trades (hair dressing, masonry, agribusiness electricals and solar, catering, carpentry auto mechanics). To encourage participation by young mothers, FCA created child-space-friendly spaces for the learners' children.

Altogether 68 jobs were created (41F; 27M). This was a significant achievement in the context of South Sudan. The youth engaged in meaningful income generating activities such as setting up businesses or employment in their respective trades, contributing also to keeping vulnerable youths from engaging in negative coping strategies. Project activities started late in the year due to Covid-19 and the school closures and institutions as well as flooding in some of the target locations. In addition to access to TVET, the trainees were supported to link with 17 private sector enterprises as a way of ensuring mentorship of TVET trainees who had completed their courses.

Main Objective 2

People and Governance

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

FCA's efforts to promote inclusive governance and services (MO2) contributed to a better understanding of the existing peace structures and supported the youth and women's desks managed by South Sudan Council of Churches in providing avenues for women and youth to contribute to peace processes. Two mapping exercises on existing peace structures were conducted in Wau and Malakal to inform peace work and avoid creation of parallel structures. Consequently, four peace committees were formed, two committees for women and two for youth. These committees play an important role in promoting youth and women participation in peace-building and decision-making at local level.

In total, 377 duty-bearers such as County Agricultural Officials and County Education Officials enhanced their understanding of their roles and responsibilities, and improved their capacities in the supervision of activities, peace and reconciliation, pedagogical skills, agromonic skills as well as provision of psychosocial support for children. Radio transmissions were effective in reaching the general population while also providing a platform for participatory engagement with the duty bearers. Two radio programmes promoted key advocacy

and reconciliation and trauma healing messages in Juba by the women of faith peace committee, while one radio talk show was broadcast at local radio in Yei River County of Central Equatoria State with the duty bearers. In total, 12 different peace messaging contents were recorded and rebroadcast on major FM stations.

Furthermore, South Sudan Council of Churches and their youth and women engagements, as well as state, county and community level actors were strengthened with operational and financial support. This supported the facilitation and operationalisation of activities, which established a link between grassroots, payam, county and national level processes. In parallel with this, FCA joined forces with Lutheran World Federation to promote recommendations of the Universal Review Process (URP), which involved supporting the government through relevant line ministries and line departments in the implementation process.

A draft guideline for apprenticeship in career guidance was developed for South Sudan through high level engagement with key stake holders. Translation of the TVET curriculum developed by FCA into five national languages ensured a nationwide 'buy-in'. Working through an ad hoc committee chaired by the representatives from the Ministry of General Education and Instruction as well as the Ministry of Labour ensured harmonisation and acceptance of the unified syllabi and manuals. The TVET curriculum was further enriched with peace elements.

FCA worked with 35 schools in 2021 and supported 12,757 conflict affected learners in vulnerable situations to access quality formal education despite the prevailing circumstances hampered by Covid-19 and severe flooding. To ensure transition, FCA also supported final level candidates to sit for their national examinations and the examination council and local education authorities in transporting exams, invigilation etc.

The country programme increased 272 teachers' knowledge and capacity to deliver quality and inclusive education in the target communities. Teachers also received training on psychosocial support. Furthermore, pre-service training for teachers and facilitation of examinations were carried out in collaboration with the Ministry of General Education, University of Juba, and the Maridi Teachers Training Institute. In total, 27 teachers were supported in pursuing a professional qualification in teaching.

The construction of 10 temporary learning spaces (six semi-permanent and four PVC tents) provided premises for education in challenging conditions occasioned by severe flooding. The planned rehabilitation works were delayed and will be finalised in 2022. However, the country programme successfully pioneered the use of PVC tents (Mobile Learning Spaces) during flooding and adopted digital learning devices. The same devices have been instrumental in catching up for lost time because of school closure due to Covid-19 restrictions.

FCA conducted back-to-school campaigns and child protection activities to encourage and support girls' access to education. Furthermore, 109 children with disabilities (39F; 70M) were identified through door-to-door campaigns and through referencing from the school system as well as from other partners. The country programme worked with a local children's hospital to ensure that the children were assessed and that assistive devices were prescribed for them.

Cash transfers were effective in providing a quick impact response in emergency situations for disaster and conflict affected people. Altogether 3,200 households were supported through unconditional cash assistance, while 3,573 households benefited from agricultural seeds, tools and fishing gear as well as training on improved agronomic practices.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In order to support people to fulfil their legitimate and active role for positive change (MO3), the country programme promoted community-led processes in peace and conflict resolution through seven dialogues with the involvement of local peace structures and women and youth. Altogether 1,029 participants (20% female) came together in three intra-communal dialogue events facilitated by Inclusive Peace Committees and the local authorities to discuss issues of concern and to deliberate the way forward. Youth were involved especially through two "sports for peace" events that attracted 152 participants.

A total of 649 individuals enhanced their skills in local level civil society involvement and in peace building and conflict resolution. This included e.g. 480 women and youth of faith participating in the mapping exercises, four youth and

women desk representatives, 60 youth and women members of peace committees, and 60 key stakeholders who supported the identification of capacity building needs and development of action plans. Furthermore, 75 youth of faith took part in peer-to-peer training to develop their non-violent conflict resolution skills. This will positively impact local capacities in conflict resolution and resolving conflicts in a non-violent way. In addition, Parent Teachers Associations (PTAs) were supported in 35 schools.

The severe flooding caught most communities unaware. FCA therefore had to adapt programming to respond to emerging needs while also pursuing the initial objectives of the country programme. In doing so, some mitigative measures supported the disaster preparedness of the communities served. For example, the procurement of PVC tents will enable communities to dismantle learning spaces and move them to higher ground in case of flooding. Digital audio devices will enable learning to continue in case the education system is affected either by displacement or closure of schools (e.g., in case of a pandemic).

Evaluations

One final project evaluation was conducted of an integrated multi-sectoral project focusing on education, unconditional cash transfers as well as food security and livelihoods. The evaluation concluded that the synergies between the different components had worked well and later the cash transfer component was adopted also by other projects. One of the major learnings was that by managing the amount of cash transferred and the timing of the transfer dates, it is possible to counter exchange rate losses while also achieving a high impact of the cash distributed (e.g., just before the planting season to protect seeds or during the lean season).

Partnerships and capacity building

FCA South Sudan worked with the South Sudan Council of Churches (SSCC) to establish links from grassroots level all the way to the national level. This supported FCA's peace and advocacy work. At the same time, FCA made use of its good working relationship with various government ministries and departments such as the Ministry of General Education and the Ministry

of Labour for positive outcomes in TVET work as well as teacher training. Through LWF, FCA supported the implementation of the Universal Review Process (URP) with the active engagement of representatives from the Ministry of Justice, Ministry of Gender, Child and Social Welfare, Ministry of Education and General Instruction, Ministry of Interior, Police and Prisons services. SSUCO also worked directly with the Ministry of Peace Building through high-level engagement. At the local level, FCA facilitated ownership of processes by working through the Inter Church Committees (ICCs), peace committees, women's desks and youth groups.

Challenges and lessons learnt

Severe flooding adversely affected project implementation, especially education and agriculture-based activities. FCA worked closely with donors to adapt projects to ensure that outcomes could still be achieved. The programme was further affected by insecurity and intra-communal violence in some of the targeted areas, most notably in Fangak and Pibor counties. In Pibor, animosity towards NGO staff working in the area affected the activities, and at one point led to the evacuation of staff from the area.

Covid-19 restrictions were lifted during the second quarter of 2021. However, the schools were altogether closed for more than a year, which greatly affected the education activities. Coupled with severe flooding, dropout rates were very high. The country programme tried to actively reverse this trend in EiE and TVET to ensure that learners continued to access quality education. Destruction of learning spaces as a result of the floods was mitigated with the use of tents.

Although seasonal rains are expected and planned for accordingly, above average rainfall and off season flooding affected logistics in hard-to-reach areas by cutting off road access especially in Jonglei State. Where possible, river transport was used. The UN Humanitarian Air Services was used to transport staff and light cargo.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Expenditure 2021
10598	SSUCO South Sudan Field Office	FCA	MFA Dev	180,867
11527	Enhancing sustainable peace and inter-communal reconciliation in Jonglei	FCA	MFA Dev	293,492
11742	Livelihood support towards early recovery and resilience - Phase II	FCA	MFA Dev	174,150
11774	RBA Horn of Africa Project in South Sudan	LWF	FCA	50,000
11904	SSUCO CO - FCA other projects PMER support	FCA	FCA	212,452
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), South Sudan	FCA	FCA DF	34,324
12079	Integrated Education, Food Security and Livelihood Support for Returnees and Vulnerable Populations in Central Equatoria, Jonglei and Upper Nile State, South Sudan	FCA	MFA Hum	584,176
12092	Advocating for, Promoting Peace and Reconciliation through Civil Society, Women and Youth of Faith (APPEAR)	SSCC	MFA Dev	238,251
12095	Teacher Education in South Sudan	FCA	MFA Dev	199,591
12126	ACT Appeal SSD191 - Flood Crisis Response in South Sudan	FCA	ACT Alliance	14,467
12135	Management Function of South Sudan's Education Cannot Wait Fund	Oxfam, World Vision, Windle Trust International	Education Cannot Wait (via Save the Children Intl)	1,070,320
12145	Providing access to basic education, protection, livelihood and nutrition services to populations affected by conflict in Jonglei and Upper Nile States, South Sudan.	SALF	ECHO	611,343
12193	Enhancing Technical and Vocational Education and Training (TVET) for youth employment in South Sudan	FCA	EU via NRC	378,729
12201	Improving Food Security and Livelihoods of Crisis-Affected People in Yei County, South Sudan	FCA	CFGB via PWRDF	330,224
12208	Food Security, Livelihoods and Education in Emergencies Support for Returnees, IDPs and Host Communities in Jonglei State (Fangak County) and Central Equatoria State (Yei County), South Sudan	FCA	FCA DF	254,804
12209	Early Recovery for Returnees and Host Communities (Yei County SSD)	FCA	PWRDF	69,251
12214	Management Function of South Sudan's Education Cannot Wait Fund (YII)	Oxfam, World Vision, Windle Trust International	Education Cannot Wait (via Save the Children Intl)	2,446,331
12215	Grassroot level peace building and reconciliation activities support	FCA	EU via NCA	79,547
Total (€)				7,222,319



Uganda



Overview of Uganda Country Programme

Uganda country programme was implemented in the Southwestern part of the country (Kamwenge, Kyegegwa, Kabale, Isingiro and Kikuube districts); Central (Kampala, Wakiso, Mubende, Kasanda and Mityana districts); and West Nile (Adjumani, Yumbe, Obongi, Arua and Koboko districts). Five out of the 15 projects were implemented by local partners and ten directly by FCA Uganda.

Uganda continued to face the effects of the Covid-19 pandemic with a second wave leading to another total lockdown in June 2021. Though the lockdown was lifted gradually, the schools remained closed until the end of 2021. This meant a significant interruption to UGACO's programming with 80% of all the interventions in education.

In 2021, Uganda country programme focused on increasing equitable access to quality education especially for



10,136

women were organised in 387 VSLAs, and accessed funding for business opportunities.



132,562

learners were reached through education projects and activities.



2,284

teachers had their capacity strengthened in learner centered pedagogy, child protection, inclusive education and career guidance and counselling.

A labour market information system was developed and supported for Ministry of Employment, Social Affairs and Family.

172,640  98,995  73,645

direct beneficiaries reached by the Uganda Programme in 2021.

refugees through infrastructure development, teacher capacity building, protection support, stakeholder engagement and coordination. The programme also improved livelihoods for youth and women through vocational skills training, short term livelihood trainings, enhanced access to finance and increased production at household level. Through youth and stakeholder engagement, FCA worked to minimise radicalisation of the youth in the areas most prone to violent extremism.

The country programme was aligned with various frameworks and policies including but not limited to: The Third National Development Plan (2020/21–2024/25); The Education Response Plan for refugees and host communities (2018); and The Technical Vocational Education and Training (TVET) Policy (2019). These policies provide frameworks for harnessing government and private sector efforts and guide refugee support education and livelihood operations.

Main Objective 1

People and Private Sector

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

Uganda country programme continued to promote people's right to sustainable economic growth (MO1) through vocational skills training, short term livelihood trainings and employment creation despite the Covid-19 pandemic. The country programme promoted the Linking Learning to Earning (LL2E) approach, which included entrepreneurship training, career guidance and counselling, on-the-job placement/internship, and provision of start-up kits. Altogether 372 new self-employment businesses were started by Ugandan youth, contributing to their reduced vulnerability and enhanced economic self-reliance. All the 1,098 TVET beneficiaries received entrepreneurship training, and accessed internships. Enhanced access to vocational skills training also contributed to reducing the number of youths having to resort to negative or violent coping mechanisms. In addition, the training centres provided the youth with a space for building mutual trust and developing personal relationships that enhance social cohesion and increase peaceful co-existence.

Altogether 654 new jobs were created (106 through women's livelihood interventions, 548 created through BTVET)

and 78% of the previously created 2,446 jobs were maintained. FCA prioritised agriculture focusing on the maize value chain, supporting women through the Health Food Africa in partnership with Luke University, and a contract farming project, which supports women groups to benefit from the poultry value chain through maize growing.

Main Objective 2

People and Governance

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

Several actions and projects contributed to people's right to improved and inclusive governance and services (MO2) in 2021. As a result of advocacy towards ECHO seeking support for post-primary education, FCA received funding to implement secondary education. FCA also advocated for and achieved retention of teachers and payment of their salaries throughout the lockdown, enabling them to support home and community-based learning. This was also made possible by FCA successfully lobbying the districts to allow continued home learning.

FCA promoted children and youth's equal and uninterrupted access to inclusive quality education through improved infrastructure and supported continued teaching and learning. FCA constructed 86 permanent complete classrooms, 16 permanent incomplete classrooms, 33 latrine stances and 22 other structures (kitchens, laboratories, dining halls and washrooms). These activities will improve the efficiency of education and contribute to enhanced quality of education. While FCA could not implement school-based protection and career guidance as planned, alternative activities such as teacher trainings, community-based protection, referrals, and community mobilisation were spearheaded during school closure.

FCA's interventions that promoted small group learning, teachers' home-based support and community learning centres were initiated already in 2020 and ensured the continuity of learning for 132,562 learners (75,846F; 56,716M) in 2021. Most of the learners were in formal education and then in AEP, vocational skills training, and short-term livelihood training.

FCA strengthened the capacity of 2,284 teachers in learner centered pedagogy, child protection, inclusive education, career guidance and counselling and Covid-19 prevention and management.

In an effort to address climate change, FCA built the capacity of community leaders to support community projects in climate smart agriculture, tree planting and appropriate water resource management. This intervention has also strengthened FCA's collaboration with the local governments as funding was channeled through the local governments across the 11 refugee hosting districts.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

The country programme continued to support local communities and their members to play an active and leading role in societal development (MO3). Altogether six community civil society processes were supported by FCA through contract farming, maize production (Healthy Food Africa, UMYDF peace engagements and business clusters and UCAA's subcounty business associations. Through these processes, groups have organised themselves to engage between themselves and with the stakeholders to discuss and address issues that affect them.

The country programme supported school governance structures (School Management Committees for primary, Boards of Governors for Secondary and Centre Management Committees for ECD) in 175 targeted schools. The School Management Committees enabled 2,000 people to mobilise their communities to support home-based learning and child protection while schools were closed. A total of 101 members of VHTs (54F; 47M) engaged with communities to identify children with disabilities and to conduct initial screening and referrals for specialised care.

The VSLAs do not only mobilise beneficiaries to save and borrow money, but they also promote participation, networking and positive social change. In 2021, FCA and its partners supported 402 groups to save and borrow on their own and to engage with relevant stakeholders to address their own challenges. Through the groups, issues such as household improvement, accountability, entrepreneurship, and leadership have been spearheaded. In Mityana, the VSLAs supported 200 women during the contract farming pilot project to build a foundation for producer organisations that will enable them to organise and sell

their maize to Egg Production Uganda Ltd (FCA's poultry production farm). Through partners 10,136 women were organised in 387 VSLAs and accessed cheaper funding for business opportunities. FCA's partner RACOBABO has established two Saving and Credit Cooperatives in two sub-counties of Rwamwaja while DRI has organised individuals and their businesses into 15 business clusters to support production and marketing initiatives. Similarly, UCAA has supported the establishment of five sub-county business associations to create a solid ground for VSLA sustainability.

FCA's work in DRR increased with activities such as tree planting and trainings. In Kyaka, these trainings covered 11 schools, while in Bidibidi, 120 (54F; 66M) students, teachers, parents, local council members and school guards were trained on School Disaster Risk Reduction and Management (SDRRM). Altogether 116 emergency response plans (11 in schools and 105 in communities) were developed in 11 districts in West Nile, Central and Southwestern parts of Uganda. The DRR plans include tree planting and sensitisation of learners, parents, and communities to ensure that DRR awareness and mitigation measures are mainstreamed in schools and that income generating activities are set up for enhanced sustainability.



Evaluations

In 2021, FCA conducted LEARN Project impact assessment, evaluation of the BTJET project in Kyaka and Intervention for Disability in Childhood (IDEC) Project Knowledge Attitudes and Practices (KAPs) study to support addressing disability in ECD.

The LEARN project evaluation noted that the project was achieving positive change in promoting access to safe and inclusive secondary learning environments. This was facilitated by additional infrastructure, and the establishment of three new secondary schools. Once schools reopen and operate optimally, classroom-learner ratios and quality of education will improve.

The evaluation report of the BTJET project in Kyaka noted that when the youth complete their trainings, they do not only earn money for themselves, but also take an active role in supporting their families. The report concluded that BTJET stimulates the future self-reliance of the trained youth, which in turn will contribute towards economically active local communities. However, the evaluation also recommended greater supply of startup kits to the skills training graduates. This will facilitate further practice for the trainees in their trades, as well as micro enterprise start-ups.

The KAPs on disability revealed low access to information on disability, as only 58% of respondents reported having received such information. This implies that less children with disabilities are likely to access required care, and engagement of stakeholders is also likely to remain limited. The study recommended extensive awareness raising overall and in particular about disability interventions in the target communities, also to minimise detrimental actions such as taking children to traditional healers.

Partnerships and capacity building

Uganda country programme continued its collaboration and capacity building with the existing four partners (UMYDF, RACOBABO, UCAA and DRI) contributing to partners' improved capacities in resource mobilisation and management. For example, UCAA and RACOBABO have won new grants from UN Women and Dan Church Aid respectively. Furthermore, UGACO remained an active partner of UN agencies and strengthened donor

relations with UNICEF, UNHCR, ECW, EU, ECHO and ENABEL.

FCA also invested in collaboration and coordination with ACT Forum, local and national platforms including the EiE working group. FCA continued to co-chair the EiE working group together with UNHCR and the Ministry of Education and Sports to coordinate the refugee education operations in the country.

Furthermore, FCA continued to build its cooperation with the private sector partners and invited them to participate in BTJET curriculum design and validation, and to provide industrial work placements, to ensure relevance between trainings and market needs.

Challenges and lessons learnt

The main challenge faced by the country programme was school closures, which meant that most of the planned school-based interventions could not be implemented. However, the country programme successfully adapted the education programme and implemented alternative learning approaches such as community-based learning and use of home learning packages.

Inadequate education opportunities and limited capacities of households to support their families remain the key challenges that also increase violence in the communities. As a result, FCA is planning to increase vocational skills training, secondary schools, AEP facilities and scholarships for higher and tertiary education to reduce exposure of vulnerable children and youth to violence.

The Covid-19 lockdowns exacerbated SGBV, resulting in teenage pregnancies and early marriages. These challenges increased the psychosocial needs in families with children the most affected. Consequently, FCA will continue to integrate psychosocial support especially in the education projects.

Gender and disability inclusion remain a challenge in FCA's programming. While significant efforts have been taken to support and eventually enroll children with disabilities and girls to school, many of them are not likely to enroll following the end of the lockdowns. FCA will therefore actively reach out to children with disabilities, girls and their families to enable them to enroll and remain in school especially in the aftermath of the Covid-19 crisis.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11526	UGACO PMER support for MFA Frame funded projects	FCA	MFA Dev, FCA	367,489
11683	Enhancing Civic Engagement and Economic self-reliance for peaceful and violent free communities in Yumbe and Kampala districts	UMYDF	MFA Dev	270,164
11777	Women's Income Generating Support (WINGS) Project	RACOB AO	Women's Bank, MFA Dev, private	139,933
11906	UGACO PMER support for other than MFA Frame funded projects	FCA	FCA	115,815
11965	Skills training for LWF identified refugee youth in Rwamwanja	FCA	LWF	2,042
11966	INCLUDE (INnovative and inCLUusive accelerated eDucation programme for refugee and host community children)	FCA (consortia project)	EU-ECHO, FCA	440,785
12007	Quality of Education Improvement (QEI) Project in Mubende District	RACOB AO	Comic Relief, MFA Dev	119,462
12022	SPEAR, Sustainable Primary Education and Accelerated Response, Education Cannot Wait (ECW) Programme, Uganda	FCA	ECW	1,487,693
12070	Education in Emergencies Assistance to South Sudanese (SSD) refugee children in Bidibidi (Yumbe) and Maaji II and III (Adjumani)	FCA	MFA Hum	199,361
12073	Skilling Refugee Youth Project in Kyaka II refugee settlement	FCA	MFA Dev	362,802
12074	Education Management for Primary, Secondary and Vocational skills training in Bidibidi, Palorinya, Kyaka and Rwamwanja Refugee Settlements	FCA	UNHCR, FCA	40,022
12090	Promoting Youth Employability Through Enterprise and Skills Development (PROYES)	FCA	Belgian gov. (Enabel)	142,043
12116	Koro School Project	FCA	FCA	30,667
12137	HealthyFoodAfrica	FCA (consortia project)	EU Horizon 2020	61,593
12148	LEARN – Lasting Education Achievements Responding to Needs	FCA	US Dep. of State/PRM	2,026,138
12149	Promoting Women's Entrepreneurship in the Poultry Value Chain in Mityana, Uganda	FCA	Women's Bank, MFA Dev	72,396
12155	Sustainable exit for the WID project in Yumbe and Arua districts	UCAA	Women's Bank, MFA Dev	68,621
12156	Enhancing Youth Employability and Entrepreneurship through market-driven skills	FCA	MFA Dev	580,406
12157	Economic empowerment of women in informal settlements/slums of Kampala and Wakiso Districts	DRI	Women's Bank, MFA Dev	139,506
12158	Education management for primary, secondary and vocational skills training for refugees residing in Settlements (Palorinya & Obongi / Kyaka II / Rwamwanja / Bidibidi)	FCA	UNHCR, FCA, private	4,623,910
12159	UGACO MFA Humanitarian Project 2021-2022	FCA	MFA hum	659,639
12176	Support to Safe Quality Learning for Refugees in Palorinya and Rwamwanja settlements	FCA	PWRDF	8,113
12197	Mitigating the Effects of COVID-19 in Education: Enhancing Digital Competencies in East Africa	FCA	Estonia MFA	35,279
12200	ICRC Resilience Project	FCA	ICRC	38,022
12204	INnovative and inCLUusive accelerated eDucation programme for refugee and host community children	FCA (consortia project)	EU-ECHO, FCA, private	860,984
12213	Development Response to Displacement Impacts Project (DRDIP)	FCA	Uganda government	227,899
12218	Sustainable Comprehensive Response to Education (SCORE)	FCA	UNICEF, FCA, private	487,228
12223	Interventions for Disability in Early Childhood (IDEC)	FCA	UNICEF, FCA	109,448
12230	LEARN – Lasting Education Achievements Responding to Needs	FCA	US Dep. of State/PRM	1,337,736
Total (€)				15,055,197

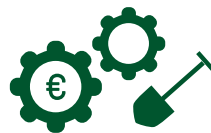
Cambodia

Overview of Cambodia Country Programme

In 2021, the country programme targeted vulnerable community members, especially women, children and youth, and was implemented in seven provinces across Cambodia. FCA worked in close collaboration with local partners, duty-bearers and right-holders at national and sub-national levels. Some of the projects were implemented by FCA and others through local partners.

The Covid-19 pandemic continued to hamper the implementation of the country programme especially during two lockdown periods in April-May and August 2021. In response, the country programme adjusted some of the activities for instance by utilising online tools, while other actions were delayed. In addition, the country programme responded to the immediate livelihood needs of vulnerable households who were the most affected by the Covid-19 pandemic.

During 2021, the country programme continued to focus on promoting sustainable Career Guidance and Counselling (CGC) in collaboration with Vocational and Orientation Department (VOD) in deploying training services of CGC to target schools. The CGC Policy and Competence Frameworks were officially approved at the national level by Ministry of Education, Youth and Sports (MoEYS). In addition, FCA continued to strengthen its work in livelihoods, including for disabled persons, as well as building the capacity of Cambodian youth e.g. in environmental protection. Furthermore, in collaboration with the Technical and Vocational Education and Training (TVET) center FCA continued to promote skills development for youth to meet the labour market requirements.



52

farm-based private sector enterprises created and functioning. 16 non-farm-based private sector enterprises created.



60

video lessons on CGC were developed and made available on the website of the Ministry of Education, Youth and Sports.



433

civil society members trained in dialogue building, effective networking and/or civil society empowerment.

8,911

students from 40 target schools had face-to-face Career Guidance and Counselling and are more informed to make decisions about their career paths.

54,480  30,819  23,661

direct beneficiaries reached by the Cambodia Programme in 2021.

Main Objective 1

People and Private Sector

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

In order to support people's right to inclusive and sustainable economic growth (MO1), 73 persons had the opportunity to study at TVET center. Furthermore, 8,911 students received face-to-face counselling and 25 students received on-going classroom guidance on career guidance and counselling, which increased their confidence in making informed decisions about their career paths.

The country programme supported 25 new farm-based small private enterprises and 16 new non-farm-based self-employed enterprises. FCA also organised 20 trainings on climate resilient

agriculture techniques for 280 producer group members (178F; 102M) in the three target provinces. This enhanced their technical knowledge and helped them to adapt their livelihood activities to climate change.

In addition, 27 (25F; 2M) women group members received a grant to start-up their business and 80 existing enterprises continued to receive support to improve their business performance.

Main Objective 2

People and Governance

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

Under the objective the right to improved and inclusive governance and services (MO2), an Education Development



Working Group (Battambang Education Support Team-BEST) was established at provincial level by a group of development actors (NGOs/INGOs) in coordination with local education authorities. Education sector development on CGC was advanced as The CGC Policy and Competence Frameworks were approved by Ministry of Education, Youth and Sports (MoEYS). In addition, 60 video lessons on CGC were developed and uploaded on the website of MoEYS and are accessible to everyone.

The equal and uninterrupted access to inclusive education was enhanced through the “Reading Club” project, which enhanced learning opportunities for children with difficulties in reading and writing. As a result, 95% of target students promoted to their next respective grade. In addition, 205 caregivers

increased their awareness of the reading activities and were equipped with skills to better support to their children’s learning. The country programme supported the capacity of education providers, 149 qualified school counsellors and seven qualified master trainers, while 65 TVET teachers (13F; 52M) in pre-service and in-service training received training on basic coaching, coaching theory GROW, and entrepreneurship.

The country programme collaborated with youth groups and organised an online webinar on “Preparing Yourself to be a Scholar in 21st Century” reaching a very large number of participants. Also, 388 District Cadastral Commission (DCCs) and Commune Dispute Resolution Committee (CDRCs) members (73F; 315M) strengthened their capacity in land law & land registration process,

basic ADR, and family law. A public forum on Alternative Dispute Resolution (ADR) was conducted with 360 participants (151F; 209M) to increase awareness on land laws and ADR and to allow the community members to raise their concerns and seek solutions.

A total of 42 participants (25F; 17M) had their capacity strengthened in Good Agriculture Practice (GAP) in vegetable and livestock/poultry production to promote product quality and increase production. Three exposure visits were organised and participated by 40 (27F; 13M) persons on processing of agricultural products. Altogether 362 persons (230F; 132M) had their capacity strengthened in climate resilient agriculture (vegetable growing and chicken raising), product quality and market linkages in the four target provinces. In three provinces, 241 vulnerable

households had their immediate livelihood needs met with cash transfers (USD 12.5) and 50 kg of rice per household for a period of 3 months.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

A number of actions contributed to supporting people to fulfil their legitimate and active role for positive change in the society (MO3). Altogether 191 family and community members participated in school events to discuss school development plans. The schools also mobilised fundraising campaigns both for financial (USD 3,942) and non-financial (materials, labour) contributions from local stakeholders and community members to implement the plans. 688 community members (507F; 181M) had their awareness increased on land-law, land registration process, Alternative Dispute Resolution (ADR) and family law.

Altogether 23 people (16F; 7M) including some youth, participated in the small grants project, which allowed them to better conceptualise their initiatives. 24 youth participants benefitted from capacity building by a TwB expert and as a result increased their soft skills, such as communication and interpersonal skills that help them work well with other people,

and in writing a proposal and budget when designing a project.

The country programme continued to support civil society organisations by promoting youth participation and providing small grants to youth groups to implement their initiatives. The grants allowed the youth to organise and participate in events on leadership, environment, gender equality and climate change.

In 2021, FCA also launched a new innovative project entitled An Inclusive Labour Market in Cambodia – Support to People with Disabilities, which aims to strengthen the capacity of NGOs and NEA in supporting job seekers with disabilities in finding productive employment.

In order to support disaster-prone communities, five climate resilient small-scale infrastructures and 39 water tanks were supported or constructed to provide water for the target communities following the trainings on rice cultivation, vegetable growing, poultry and livestock raising. Furthermore, 83 WAC committee members (39F; 44M) enhanced their understanding of DRR/CCA concepts.

Evaluations

One major final evaluation was conducted of the project Career Guidance and Counselling in Secondary Schools – The Bridge to Employment funded by The Swedish International Development Agency (SIDA).

The evaluation found that the CGC project is a good example of successfully linking different policy fields such as education, labour market and social protection policies, and that despite Covid-19, the project achieved most of the set targets. The evaluation recommended that students and youth have training in the use of ICT tools, which is considered important in preparing them for the emerging labour market. The evaluation also underlined the need for continued and effective communication with the government officials.

Partnerships and capacity building

In 2021, working through partnerships was still a key operating modality for CAMCO in order to ensure local ownership and quality of operations at the local level. Furthermore, CAMCO started to collaborate with partners with expertise in social inclusion in order to support people with disabilities, including Krousar Thmey, Hands of Hope Community (HHC) and Phnom Penh Center for Independent Living (PPCIL). Also, a new partner People Center for Development and Peace (PDP-Center) has been working with CAMCO to support youth groups and youth led actions and participation.

CAMCO and its partners continued to support partners and right holders' advocacy efforts with duty bearers at all levels. CAMCO has utilised its key advocacy messages with various networks and platforms and seized opportunities to promote the country programme with relevant development partners including UNDP, UNICEF, and government counterparts for joint efforts and funding opportunities based on FCA's expertise.

Challenges and lessons learnt

Year 2021 was the second year of the global Covid-19 pandemic. The Royal Government of Cambodia (RGC) implemented very strict measures to control the spread of Covid-19. These included travel restrictions, nationwide lockdown, reducing the number of participants in meetings, trainings, workshops etc. This impacted CAMCO's work plan and budget directly.

In addition, CAMCO has experienced high staff turnover, which affected the 2021 activities, such as the planned self-assessment and development of an improvement plan. Instead, the timely and effective implementation of the projects was prioritised.





Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11435	Land and Livelihood Advocacy Project (LLAP)	LWD	MFA Dev.	79,183
11753	Cambodia office PMER support for the MFA frame funded program	FCA	MFA Dev.	236,430
11874	Cooperation for Women's Economic Development (CWED) - phase 2	FCA, LWD, ICCO	MFA Dev./WoB	201,669
11876	Dream School Project Phase 2	FCA, PKO	MFA Dev.	45,807
11992	Career Guidance and Counselling in Secondary Schools	FCA	SIDA	231,155
12052	Inclusive actions for improving women's social status through skills, employment and economic development (INSWEED)	FCA, CWCC	MFA Dev./WoB	124,996
12152	Establishment of sustainable Career Guidance and Counselling in Cambodia	FCA	MFA Dev.	83,294
12153	Youth for Future	FCA, PDP	MFA Dev.	65,035
12181	Supporting vulnerable children in Cambodia by enhancing learning	FCA	B'cause foundation	72,099
12243	An Inclusive Labour Market in Cambodia support to people with disabilities	FCA	SIDA	7,595
Total (€)				1,147,263



Myanmar

Overview of Myanmar Country programme

In 2021, Myanmar country programme was heavily impacted by the 1 February military coup d'état. In the following months, the humanitarian crises worsened and FCA's work was greatly constrained. Nevertheless, FCA was able to remain operational and expand its humanitarian work significantly.

The country programme implemented eight projects. They provided humanitarian and development assistance to 27,234 beneficiaries against the set target of 24,144 persons. More than 90% of our beneficiaries were reached through humanitarian action, reflecting a sharply deteriorating situation in Myanmar due to the compounding effects of the Covid-19 pandemic and the coup. For the first time, the country programme conducted emergency operations in a (sub)urban context with conflict-affected people, relying on our expertise and experience of cash-based programming elsewhere in the country.



440

people enhanced their economic situation through access to jobs.



25,589

disaster-affected people supported with lifesaving and life-sustaining aid.



1,562

persons gained livelihoods and business management skills through short-term livelihoods skills training.



18

schools were supported in preparing School Improvement Plans and provided a cash grant to implement the plan.

27,234  10,814  16,420

direct beneficiaries reached by Myanmar Programme in 2021.

FCA worked in Kachin, Rakhine, Yangon, Kayin and Shan states. More than 60% of the beneficiaries were children. The majority of the beneficiaries were girls and women (62%). The country programme also supported persons with disabilities.

The country programme also forged new partnerships following our co-implementation approach and localisation agenda. Despite a highly challenging environment, the country programme expanded its donor base by securing three new grants, representing 1.15 M€ of the funding in 2021.

Main Objective 1

People and Private Sector

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

In order to support people's right to inclusive and sustainable economic growth (MO1), FCA expanded and strengthened women's socio-economic empowerment programming in Rakhine and Kayin, in close collaboration with the private sector, and towards a focus on women co-operatives and market systems development rather than individual income generation and entrepreneurship. Altogether 58 youth who participated in vocational training (nursing, automobile workshops, mobile phone repair, sewing, computer, pharmacy, bakery) in 2020 graduated in 2021, and 27 transitioned to internships and employment with local businesses.

The country programme created job opportunities for 278 women and 162 men and established 17 women-owned and led small businesses. The business owners were first trained in technical skills and management. They consequently made business plans and received small financial grants to establish cooperatives. The businesses focused on rice trading, fermented bamboo shoot production, cashew nut trading, soap and shampoo production, footwear production, and traditional cloth production. Other beneficiaries were provided with short-term job opportunities under Cash for Work schemes.

Main Objective 2

People and Governance

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

People's right to improved and inclusive governance and services (MO2) was the

focus of the country programme in 2021. Our work was centered on 1) access to essential life-saving assistance for disaster-affected people, and 2) access to equal and uninterrupted inclusive quality education for children and youth.

Cash assistance was provided through different modalities: Cash for Curry; Cash for Education, Cash for Work, and Cash for Livelihood. A total of 609 households were supported to buy food (Cash for Curry). As a result, food security was enhanced for 2,980 people (1,488F; 1,492M). In total, 1,556 women and 6 men gained livelihoods and business management skills through short skills training. A total of 1,770 households affected by the compounding effects of Covid-19 and the post-coup violence and insecurity had their immediate food security, education and livelihood needs met through cash assistance, reaching altogether 25,589 disaster-affected people with lifesaving and life-sustaining aid.

The post-coup situation coupled with Covid-19 prevented and discouraged children from going to school. Many families stopped sending their children to school to protest the military coup and military rule. Most schools across the country remained closed. The country programme carried out four main activities to promote children and youth's equal and uninterrupted access to inclusive quality education/learning, including providing learning and students kits to children; organising short-term livelihood skills training and business management training for women; providing teaching and counselling training to teachers; and providing vocational training to youth.

Students who were not able to attend formal schools could access private tuition and classes when 373 students (209F; 164M) were provided with cash to continue their education. In collaboration with the school headmasters in the 18 targeted schools, the country programme established School Improvement Plans and provided a cash grant to implement them. During implementation of the improvement plans 238 laborers, who are IDPs, were paid as Cash for Work. In addition, one family member from each of the 1,000 targeted households participated in a tailored short livelihood skills training and review and received Cash for Livelihood, which they could use to support their small income generating initiatives.

Altogether 101 teachers (85F; 16M) strengthened their capacity in teaching skills and psycho-social skills. However,

the planned scale-up of FCA's Career Guidance and Counselling (CGC) work in close collaboration with the Ministry of Education, Department of Basic Education (MOE-DBE) could not proceed. The CGC programme was redesigned and much of the annual funding was reallocated towards an emergency response in Yangon. The remaining funding was used in the latter months of 2021, when the situation had stabilised, to establish closer collaboration with non-state education actors across Myanmar, including with ethnic and CSO education providers in Shan, Kachin and Mon states, as well as with our existing partners in the monastic education system.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

Despite great pressure on the civil society in 2021, FCA continued to support people in their role for positive change (MO3). The operating environment became much more challenging and the space for local civil society became narrower. International and national organisations struggled to cope with the pandemic affecting their staff and local populations, and with their programmes needing overhaul following the dramatic changes in the context.

The need for enhanced coordination stretched capacities of organisations, especially with teams dispersed and working remotely. Nevertheless, FCA and its partners were able to address the challenges successfully and continue to deliver on our commitments, while steadily increasing capacity and coordination. The country programme conducted partner capacity building and stepped up its coordination work in Myanmar. FCA collaborated with seven local NGOs and one INGO in implementing its country programme. The local partners benefited from co-implementation of our programme and strengthened their capacity in needs assessments, project design, MEAL, grants management and financial management. In Kachin and Kayin, MYACO provided small financial grants to community-based organisations to carry out women's empowerment activities and organisational capacity strengthening based on jointly identified needs and priorities. As a result, they were able to continue their operations to provide essential services to the people in need.

Evaluations

Two project evaluations (2018-2020 programme cycle) were conducted in Myanmar. The evaluations identified specific lessons learnt, although the data collected was highly limited due to Covid-19 restrictions. The findings informed the design and planning of follow-up projects and highlighted the key role of Women Empowerment Committees in their community's development and in the successful running of small businesses. However, it was mostly the changes in the local context that prompted substantial changes in planning and implementation. The country programme ensured the wide distribution of findings from assessments, research and analyses to key stakeholders.

In our co-implementation model with local partners, the country programme focuses especially on adding value to such partnerships by leading on activities of knowledge generation and dissemination. Multiple short reports, one- or two-pager summaries of research activities, assessments and analyses, and documentation of best practices and lessons learnt were produced and disseminated, in English and Burmese both internally and externally.

Partnerships and capacity building

FCA implemented a capacity building programme with its local partners that was based on jointly identified organi-

sational capacity needs. Since the end of 2020, the country programme has shifted to working with smaller local partners. Each of the organisations received small funding to implement capacity building activities. In addition, through our "working and learning together" approach, the country programme was able to increase partners' capacity in risk management, designing and planning new interventions, collecting and analysing data, and on how to comply with institutional donors' grant management requirements, including financial management and audits.

FCA has established diverse partnerships in Myanmar in addition to its close co-implementation and capacity building of local partners. FCA actively participates in the cluster system and is represented in various coordination forums at national and subnational levels. FCA has sought to expand its donor base including with the EU and key UN agencies such as UNICEF, WFP, OCHA and others. Through our livelihoods work FCA has established closer relationships with local private sector actors as we seek to promote local, women-led businesses.

Challenges and lessons learnt

The compounding crises of the Covid-19 pandemic (since March 2020) and the military coup d'état and fallout (since February 2021) presented major challenges for the country programme. The situation led to increasing armed conflict, new displacements, widespread human rights violations and abuses, and vastly

increasing humanitarian caseloads – from 1 million in 2020 to 14.4 million in 2021. The collapse of the economy led to dramatic increases in poverty and hunger, dwindling livelihoods, and limited access to basic services for much of the population. Shrinking space for civil society presented challenges for operational continuity. Funding levels did not keep pace with the worsening situation.

The country programme and its partners were impacted by the unstable political, policy and legal operating environment (dealing with de facto, military authorities, reputational challenges, bureaucratic hurdles). The collapse of the formal banking sector led to lack of access to cash, delays, and increased transaction and opportunity costs. Poor safety and security hindered smooth access to affected areas. Remote management, over protracted periods of time, was also a challenge. Over time, the country programme learnt to deal with these challenges, hence enabling continued operations in Myanmar and making it possible to deliver our programme with increasing quality and accountability. The country programme formulated Engagement Principles with the de facto authorities, developed enhanced Standard Operating Procedures, updated our policies, and developed extensive guidelines for staff, especially on risk management, safety and security and duty of care. We also managed to find solutions to access funds and cash.





Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11563	Myanmar CO MFA PMER support / office budget	FCA	MFA	219,353
11880	Myanmar CO - FCA Other PMER support costs	FCA	FCA	162,598
11897	Linking learning to earning for out-of school adolescents in Taunggyi	RMO	FCA	29,715
12083	Empowering Women for Business Success	LWF	MFA Dev, Women's Bank	122,517
12139	Women's Empowerment and Resilient Inclusive Communities in Rakhine Phase 3	FCA, LWF, CERA, PYOE	UNWOMEN	251,636
12151	Integrated Education and Food Security and Livelihoods Support for Conflict-Affected People in Kachin State	FCA, DAI FIN, EEI	MHF	328,528
12162	Women Socio-Economic Reconstruction in Kayin State -Phase 2	FCA, KLF	MFA Dev, Women's Bank	100,758
12163	Career Guidance and Counselling II (CGC II)	FCA	MFA Dev.	144,703
12202	Women and girls who have experienced/are experiencing GBV or are at risk of GBV benefit from provision of and access to quality services	FCA, CERA, PYOE	UNWOMEN	79,764
12246	READ Phase 4	FCA, CERA	UNWOMEN	28,624
Total (€)				1,468,195

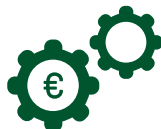


Nepal

Overview of Nepal Country Programme

During 2021 Nepal continued to be affected by the Covid-19 pandemic. A state of humanitarian crisis was declared by the UN during the second wave with the country going back into lockdown. The hospitals were overwhelmed and could not meet the required capacity. The pandemic continued to have a major effect on Nepal's economy. Livelihoods were affected among many groups, and especially the marginalised groups continued struggling for a second year. The school closure during the lockdown resulted in increased dropouts and forced children to work to support their families. Additionally, the unseasonal heavy rains caused flooding and landslides across the country and the largest destruction of crops ever. The political situation remained volatile due to political bickering among parties and changes in the political landscape.

Nepal country programme focused on women's socioeconomic empowerment through enterprise creation and promo-



540

new self-employment businesses and 2 micro-enterprises created.



17,742

people had their immediate food security needs met by relief food distribution as part of Covid-19 response.



8

organisations and 6 networks were supported to enable more effective participation in development processes.

652

enterprises, out of 905 established in 2020, improved their performance with increased profits and improved market linkages.

12,777  11,038  1,739

direct beneficiaries reached by the Nepal Programme in 2021.

17,742  11,095  6,648

people benefitted from Covid-19 response.

tion, access to finance, capacity building, market linkages, and awareness raising on social issues. The rights-holders were capacitated to advocate towards the duty bearers. Access to education was supported through educational materials and coaching classes targeting vulnerable children. The country programme sought to minimise the effects of Covid-19 on the target communities through food distributions and Cash for Work. FCA prioritised capacity building of both partners and staff in disability inclusion and climate action. The country programme also continued its collaboration with diverse networks, CBOs and CSOs at national and grassroots levels.

The country programme was implemented in 12 districts in four provinces (Madhesh, Bagmati, Karnali and Sudur-paschim Provinces). FCA continued working with its local partners SOLVE, Federation of Woman Entrepreneurs Association Nepal (FWEAN), Sahakarya, Nepal National Dalit Social Welfare Organisation (NNDSWO), Integrated Development Society (IDeS), Freed Kamaiya Women Development Forum (FKWDF) and Media Advocacy Group (MAG).

Main Objective 1

People and Private Sector

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

In order to promote people's right to inclusive and sustainable economic growth (MO1), the country programme focused on supporting new entrepreneurs and growing businesses through long-term vocational trainings and trainings. The entrepreneurs were supported with materials and inputs, and with increased access to finance and markets. A total of 96 youths participated in TVET trainings and received start-up toolkits. The enhanced skills and resources provided particularly to youths in vulnerable situations, contributed to promoting their economic self-reliance and positive social cohesion within their communities.

Altogether 56 women and 21 men in vulnerable situations had their economic security strengthened through access to jobs. 56 of the jobs were newly created whereas 21 existing jobs were maintained. The jobs included e.g. full-time trainers for cooperatives and working for local businesses. The TVET trainees were linked with the private sector and jobs after completion of their training. Furthermore, the country programme supported the creation of

540 new self-employment businesses and 2 micro-enterprises. In 2021, 77% of the self-employment businesses were owned by women and 72.7% of the total jobs supported were women from marginalised communities. Women's economic empowerment through self-employment and enterprise establishment contributed to promoting their self-reliance and enhancing their status within the marginalised communities.

A total of 652 enterprises, out of 905 established in 2020, improved their performance with increased profits and improved market linkages, demonstrating the effectiveness of the country programme's continued support in strengthening and supporting enterprises and access to employment.

Main Objective 2

People and Governance

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

Under the objective of people can claim and enjoy their right to improved and inclusive governance and services (MO2), the country programme facilitated six advocacy initiatives led by the rights holders themselves, including dialogues, workshops, and trainings with various stakeholders, including cooperatives, partner staff, local government representatives, community groups and gender-based violence (GBV) sub-committees. The results included a verification process for provision of identity cards for ex-Kamaiyas and ex-Haliyas, formation of a task team to study the status and rehabilitation problems of ex-bonded labourers and approval of a municipal level motion on abolishing alcohol abuse and gambling. The initiatives also secured vital registrations for 16 persons in vulnerable positions and waivers on administrative fees for persons with vulnerabilities in two government offices. Notably, one of the initiatives obtained 101,037€ and seven land plots from municipalities to advance the socio-economic welfare of women and marginalised groups.

Furthermore, the Local Women Economic Development Programme guideline for increased inclusion of women in the economic activities developed and submitted to the local government in Lalitpur district, supported the cooperatives and women's groups to access government funds for their economic empowerment. The country programme also secured



3,000€ in grants (NPR 400000) from the local government for 64 families with persons with disabilities for goat farming through lobbying and advocacy.

The country programme enhanced the knowledge and understanding of 133 elected representatives, Dalit women leaders, local elected members, CSO and governments agencies of local governance on disability inclusion, Dalit Empowerment Act provisions for protecting the rights of Dalit Women, and provisions and recommendations of UPR, CERD, CEDAW and SDGs, from Dalit women perspective.

UPR consultation on Nepal was held in January 2021 in Geneva. The country programme actively participated in the preparations of the report submitted by the ACT Alliance. FCA advocated with the international community to address the 11 recommendations for Nepal. The recommendations included Right to Education (for all target groups), Right to equality and non-discrimination (for Dalits), Access to just and timely rehabilitation packages (for ex-bonded laborers), Right to birth registration and citizenship (for Santhal), Right to Equality for Women. FCA's role has been instrumental in promoting the inclusion of these issues into the UPR.

The country programme supported 1,819 rights-holders' (74% female) access to

education. Altogether 938 rights-holders benefitted from various short-term livelihood trainings, while 150 participants took part in Start and Improve Your Business (SIYB) trainings. A total of 638 marginalised students from primary and secondary levels benefited from coaching classes and education materials support. The trainings increased the rights-holders' skills and knowledge while the targeted marginalised students could continue their education.

In order to address the food crisis due to Covid-19, the country programme reached 17,742 people with relief food distributions and supported 412 food-insecure households with Cash for Work activities.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In order to support people to fulfill their active role in promoting positive change and societal development (MO3), the country programme supported cooperatives and women's groups in organising women's rights and literacy campaigns. During 2021, 28 cooperatives conducted five campaigns addressing GBV, and eight cooperatives and their affiliated women's groups organised 15 events including the International Women's Day and Cooperative Day. At the same, the activities highlighted the importance of

the cooperatives in promoting individual and local communities' economic growth.

The country programme also strengthened the capacity of 130 CBOs, including 29 cooperatives, 85 women's groups and 16 REFLECT women's groups to enable their effective participation in development processes. Various awareness raising events, rallies and talk programmes were organised and created platforms for women to sensitise the communities about issues affecting them. Furthermore, the increased participation of men has improved their knowledge about gender issues and the importance of their role in promoting gender equality.

The supported CBOs were able to access grants amounting to 101,037€ from the government for capacity building of women, promotion of their enterprises, construction and land allotment for co-operative buildings. These initiatives contributed to targeted communities' social empowerment and cohesion and promoting responsive and participatory local governance for enhanced sustainability of the women's groups and cooperatives.

In addition, six networks including Women's Entrepreneurs Association and two advocacy alliances were supported through trainings, while the established linkages with other actors promoted civil society partnerships and networking for positive social change. Altogether 216 civil society members (205F; 11M) received

training on leadership development and civil society empowerment.

Evaluations

Three external project evaluations were conducted in 2021 and fed into the design and development of new projects. The evaluation recommendations included e.g. adopting a cluster approach for enterprise development, developing the farm-based products so that they can be stored longer during unexpected periods such as lockdowns and to add value to the produced goods. The evaluations also noted need for effective mainstreaming of disability inclusion and linking project activities more closely with the local government plans to ensure ownership and sustainability of the actions.

Partnerships and capacity building

FCA continued collaboration and coordination through active participation in platforms such as the Association of International NGOs (AIN), a large number of UN clusters, ACT Alliance Nepal Forum, and diverse thematic working groups and task forces.

In 2021, FCA supported the partners' capacity especially in disability inclusion and climate action. Due to the pandemic, trainings were held virtually, which was not found to be ideal. However, following the trainings partners were given practical recommendations and support on how to better incorporate and mainstream disability inclusion and climate action into their project plans and activities.

Challenges and lessons learnt

The main challenges related to lockdowns and other restrictions as a result of the second and third wave of the Covid-19 pandemic. Hence, adjustments were made in the project activities in consultation with partners, communities and the local government. Activities that required mass gatherings were either cancelled or adapted. For instance, the group training events were modified to on-site training in some projects. The budget from cancelled activities was redirected to Covid-19 relief distributions and Cash for Work activities targeting the most vulnerable groups. On-going monitoring and consultations also ensured that the types of enterprises created were in line with the rights holders' interests and the market demands.





Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
10837	Nepal field presence / PMER support for MFA frame funded program	FCA	MFA Dev, FCA	318,059
11865	Women Employment through Sustainable Access to Finance and business Skills	FWEAN, SAHAKARYA	FCA	148,797
11866	Supporting Collective Voice and Action against Caste Based	FCA	EU	13,298
11882	Advocating for consolidation of Equality and Non-discrimination for Sustainable Peace (ENDS) Action in Nepal	NNDSWO	MFA Dev, FCA	59,739
11887	Economic and Social Empowerment of freed Haliyas and other marginalized groups	FKWDF, IDES	MFA Dev, FCA	156,996
11894	FCA other projects PMER support	FCA	FCA	2,525
12057	Upscaling socio-economic empowerment of disadvantaged women	FWEAN, SOLVE	MFA Dev, Women's Bank	180,294
12058	Strengthening Social and Economic Justice to Vulnerable ethnic minority women and men	SAHAKARYA	MFA Dev, FCA	91,577
Total (€)				971,285

MIDDLE EAST

Israel and the Occupied Palestinian Territories (IOPT)



Overview of IOPT Country Programme

In 2021, IOPT country programme continued its involvement in the education sector both through direct implementation and in collaboration with three local partners in the West Bank, East Jerusalem and Israel. The geographic focus was expanded with a pilot project component focusing on non-formal education for children at high risk of marginalisation in the city of Nablus in the West Bank.

The programme was implemented in a complex operational environment created by the protracted Israeli occupation and the repercussions of Covid-19 that affected the education sector for the second consecutive year. In the summer 2021, evictions imposed on Palestinian residents of Sheikh Jarrah in East Jerusalem escalated political tensions between Palestinians and Israelis into protests and violence, hence adding to the distress experienced by many young Palestinian learners in their homes and communities, and compelling FCA to closely monitor the situation with its partners in order not to undermine the physical security of its beneficiaries. The increased tensions also meant more challenging day-to-day interactions in an education project in Israel that involves stakeholders of both Jewish and Arab origin.

At the same time, the local education sector was still struggling with the implications of Covid-19 and the related restrictions, which already in 2020 had revealed significant gaps in the capacity to provide distance education. In 2021, FCA worked with Teacher Without Borders (TwB) volunteers and local schools to address these gaps as a part of the broader effort of the Palestinian Government to promote inclusive quality education.



A manual on distance education developed by Teachers without Borders shared with key stakeholders, including school directors, MoE, and the steering committee.



2,826

Palestinian learners in six schools had access to formal education.



67

university students were trained as voluntary mentors for children at high risk of marginalisation.

513

Palestinian children played an active role with Big Brother Big Sister volunteers to design and organise community activities for other children and grown-ups in East Jerusalem and Nablus.

3,952  1,852  2,100

direct beneficiaries reached by the IOPT Programme in 2021.

Main Objective 2 People and Governance

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

In order to promote people's right to improved and inclusive governance and services (MO2), the country programme promoted access to quality inclusive education both by enhancing the quality of formal education and ensuring availability of non-formal education in close collaboration with the local actors and TwB network. A manual for distance education was made available in close collaboration with TwB volunteers and was introduced to the education sector duty-bearers including the principals from FCA's partner schools and Education Ministry officials. Initial findings of the schools' needs assessment was also presented to the steering committee and MoE stakeholders.

Altogether 83 Palestinian teachers in six West Bank schools were capacitated by the volunteers and the local partner PCC in providing inclusive education during Covid-19 and to develop distance education skills. Due to the pandemic, the in-service training was delivered both online and in face-to-face trainings. After the trainings, altogether 2,826 learners benefitted from the teachers' enhanced knowledge and skills.

The planned support for parent-teacher-associations did not completely materialise due to Covid-19 but in East Jerusalem the country programme seized the opportunity to prepare the ground for new interventions by conducting pilot sessions with two schools that reached more than 60 mothers. Project staff met with 73 parents to present the Teachers Without Borders modality and to provide advice on how to best support their children during crisis and remote learning.



FCA continued to support non-formal education both in Israel and East Jerusalem while also expanding this engagement to the West Bank. In Israel, 122 secondary school learners of both Jewish and Arab origin took part in extra-curricular activities aimed at encouraging active citizenship. In the meanwhile, 412 Israeli youth preparing for military service in pre-military academies took part in a human rights course provided by rabbis both online, in small groups and on field trips.

The Big Brother Big Sister project targeting Palestinian children at high risk of marginalisation expanded from East Jerusalem to Nablus and provided 35 boys and 23 girls with volunteer mentors as well as with academic and emotional support. Supporting the emotional well-being of children was particularly important in 2021, as in addition to the repercussions of the long pandemic, IOPT also faced a turbulent political situation leading to increase in

violence, which required increased focus on protection and security mechanisms. However, easing of the Covid-19 situation enabled return to weekly face-to-face sessions focusing on life skills and academic skills as well as implementation of activities such as graduation ceremonies, summer camps and individual consultations with parents. Furthermore, 149 parents participated in workshops that raised awareness of learning difficulties and disabilities. The project also provided weekly educational activities such as painting, music, sports and movies that reached 2,088 participants in communities of East Jerusalem and Nablus.

Main Objective 3 People and Civil Society

People fulfill their legitimate and active role for positive change

Under the objective supporting people to fulfill their active role for positive change

(MO3), the country programme continued to benefit from the active involvement of local organisations and community members in support of its education response. In Israel, two local organisations conducted a series of workshops in secondary schools as well as a human rights course in pre-military academies. In total 513 Palestinian children played an active role with Big Brother Big Sister volunteers to design and organise community activities for other children and grown-ups in East Jerusalem and Nablus. An example of such an activity was when 126 children and adults came together in Nablus to clean and reopen a local playground.

Capacities of the local civil society were also strengthened when 67 university students from East Jerusalem and Nablus were trained to become volunteer Big Brother/Big Sister mentors who support children at risk of marginalisation. Furthermore, eight Israeli facilitators refreshed



and updated their capacities to run workshops for secondary school students and to stimulate their socio-political thinking and activity. The volunteers continued to be overwhelmingly female, which is a reflection of local attitudes and volunteerism, and education considered a largely feminine sphere of society in IOPT.

Evaluations

The three-year Big Brother Big Sister project implemented by FCA's partner PCC in 2018-2020 was evaluated. According to the evaluation, the project created a positive change in children's psychosocial and academic competencies, parents' ability to communicate with their children, CBOs' capacities and volunteers' capacity to become role models for children. However, the limited financial resources affected the project's coverage in terms of the number of children reached and project locations. Key recommendations included expanding the project's scope and scale to reach new locations and new tar-

get groups for extended periods of time. It was also recommended to reach out to university students from special education streams to involve them as mentors as well as to motivate more male volunteers to join the project.

Partnerships and capacity building

FCA continued its commitment to build capacities of the local education sector duty-bearers by collaborating with Palestinian schools and their staff that are the programme's key stakeholders. This effort was supported by a steering group consisting of school principals, Education Ministry officials as well as representatives from the Finnish Embassy in Ramallah. The steering group allows FCA to have guidance for its sectoral development work as well as to share insights and lessons learnt with the key duty-bearers. Country programme staff have also attended the UN Education Cluster as a way of coordinating and liaising with

other education stakeholders working in the Palestinian Territory.

FCA collaborated with and provided funding for one Palestinian and two Israeli organisations. Furthermore, two Palestinian CBOs were coached during 2021 to support their capacity to independently apply the Big Brother Big Sister mentoring concept.

Challenges and lessons learnt

The Covid-19 situation continued to affect day-to-day operational environment of the country programme. Despite vaccinations both in Israel and in the Occupied Palestinian Territories, the pandemic continued affecting the daily lives of Palestinians and Israelis. This new reality has forced the education system to develop and adapt the modes of teaching and learning to ensure uninterrupted education. This continued to constraint FCA's programme implementation by e.g. preventing the TwB volunteers from traveling to the Occupied Palestinian Territories. Field monitoring visits of the partner implemented projects were also more limited and some of the face-to-face activities had to be switched to virtual mode.

In May 2021, Arab-Jewish communal street violence broke out inside Israel. Fighting took place on the streets especially in mixed cities, and rioters from both sides torched vehicles, restaurants, property and places of worship. After several weeks, the situation calmed down, but divisions persisted and movement into other communities continued but on a much smaller scale. While this did not directly affect the implementation of the School Workshops project with FCA's partner Sadaka Reut, they reported greater reluctance of both Israeli and Arabs to participate in the project increasing challenges for Sadaka Reut to engage schools from both sides in the project.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11668	IOPT Instilling Human Rights Values in Israel's Future Soldiers	RHR	FCA	20,376
11848	IOPT office	FCA	MFA Dev, FCA	128,750
11990	IOPT School Workshops Project phase	SADAKA-REUT	FCA	20,789
12005	IOPT Teachers without Borders	FCA, ACCE	MFA DEV, FCA	60,326
12172	Big Brother Big Sister phase II	ACCE	Comic Relief, MFA DEV	80,000
Total (€)				310,241

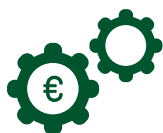


Jordan

Overview of Jordan Country Programme

The context in Jordan has been relatively stable with predictable changes and challenges that FCA managed to reconcile with. Due to the Covid-19 pandemic, some projects activities were carried out virtually, while others were organised as normal. At the end of 2021, only about 40% of the total population (ages 18 and above), and 50% of the refugees had been vaccinated. As a result, the municipal elections did not take place in 2021 and were postponed until March 2022.

FCA responded to different funding opportunities and obtained funding for two new multiannual projects. Administratively, a smooth dismantling process of the regional office turned Jordan and Syria into country offices with both offices functioning normally. Programmatically, the four projects promoting socio-economic empowerment of refugees and vulnerable local people in the north and middle parts of the country, were implemented successfully.



186

new businesses were created in the camps and in the hosting community and 35 existing enterprises were strengthened.



1,254

persons participated in business training.



685

youth participated in trainings on cyber protection.

96

women's group events were participated by community members and municipal officials' who together sought solutions to challenges related to women's economic empowerment.

3,125  **2,269**  **856**

direct beneficiaries reached by Jordan Country Programme in 2021.

The country programme achieved the anticipated results in 2021. The projects were aligned with policies related to business start-ups registration and licensing and Decent Employment Policy, which maintains the rights of the workers, and especially the refugees. FCA self-implemented the projects in Jordan but also actively sought local partnerships and promoted localisation.

Due to lack of funding, FCA had to exit its operation in the Zaatari camp, and the operation was handed over to another organisation.

Main Objective 1

People and Private Sector

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

In order to promote people's right to inclusive economic growth (MO1), FCA pursued its efforts to support youth in becoming more self-reliant and economically active. As a result, 206 (131F; 75M) Syrian and Jordanian youth accessed cash grants and entrepreneurial skills training to increase their monthly income through development of their business ideas. A total of 186 (125F; 61M) new businesses were created with the support of the various projects in the camps and in the hosting community, while 35 existing enterprises were strengthened and supported in expanding their business. During the coaching period, the country programme's business coaches, together with the business owners, became more able to identify the additional special-

ised business development services that comprise of a wide array of non-financial services critical to the establishment, survival, productivity, competitiveness and growth of the enterprises.

Through the various projects in the hosting communities, the country programme assisted some businesses in hiring assistants to help them in the running of the business or increasing productivity. A triple contract (FCA-Employer-Employee) was signed as part of each recruitment to maintain the rights of all parties throughout the service. Furthermore, the camps projects allowed employment opportunities for 46 (4F; 42M) Incentive-Based Volunteers IBVs as guards, health officers, cleaners, trainers and teachers. As a result, 168 (68F; 100M) jobs were either created or maintained through FCA projects.

Main Objective 2

People and Governance

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

Several actions and projects contributed to people's right to improved and inclusive governance and services (MO2) in 2021. The Municipalities were engaged in all project activities, which was an effective approach of learning by doing. Foremost, 68 (35F; 33M) officials in six local municipalities had their awareness increased of challenges faced by home-based businesses, needs of ageing community members. They also engaged in direct discussions about the potential solutions with the communities. The direct communica-

tion between the officials and community members also mitigated some earlier mis-assumptions and misunderstandings.

In order to enhance women's status in their communities, altogether 1,518 Syrian and Jordanian women living in the same communities had the opportunity to discuss the barriers that they face in accessing economic opportunities. The group discussions were advertised through networks and social media. The recommendations of the advocacy report resulting from these discussions were shared with six municipalities and three-line ministries. They were advised to include the recommended actions in their respective development plans. The discussions focused on women's economic rights and empowerment as well as support to women to form and start business. Moreover, women who have been able overcome these barriers, were also invited in the meetings to share their experiences.

Altogether 108 Syrian and vulnerable Jordanian youth, with over 70% women, in the camps and hosting communities increased their knowledge in entrepreneurship business start-up and development. To mitigate the challenges associated with the pandemic and the related restrictions, the entrepreneurship training content was adapted to FABO platform (online/distance learning platform), with some interactive sections and videos. The participants were also paid financial allowances to be able to buy internet connection packages to connect to online training resources.

In Zaatari camp, a total of 1,190 (565F; 625M) Syrian refugee men and women took part in educational and awareness raising sessions on English, ICT, Programming (PHP, Artificial Intelligence, Web Development), cyber protection and information protection. Female attendees noted that they appreciated the sessions as they were able to improve their understanding of the cybercrimes and online hacks that could harm their online accounts. Examples of the topics discussed included protection of personal data, online money transactions and means of creating digital wallets.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In order for people to fulfill their legitimate and active role for positive change (MO3), the country programme capitalised



various civil society engagements to support its private sector development at the grass-roots level. For example, active refugee youth were engaged in organising awareness raising sessions related to FCA's entrepreneurship development in Zaatari. During the group discussion and dialogue sessions between the municipality authorities and local communities, the community members were able to advocate for their rights, highlight their needs and discuss the barriers that they face. Municipality staff were also able to provide important input from their side to beneficiaries on some legal and operational aspects of their businesses.

FCA continuously seeks opportunities to strengthen its collaboration with local and international NGOs active in Jordan in order to both benefit their strengths in domains such as outreach and community participation and to provide capacity building in e.g. financial management and child safeguarding.

Evaluations

In 2021, two major evaluations were conducted. Both evaluations noted that the projects were implemented successfully, surpassing the set targets in some areas.

The evaluation of the Women's Bank funded project recommended grouping the entrepreneurs who share the same business idea and supporting them as a group of businesses instead of individual grants. The three-year Dutch-funded project final evaluation concluded that support must be directed to businesses that

have technological prospects and are able to cope with the global business trends.

Partnerships and capacity building

The country programme successfully maintained its partnerships with different types of partners, including with Help Age International that provided integrated services for older people within the same households FCA targeted through economic empowerment. The elderly were assisted with different kinds of health, protection and psycho-social support services, during the Covid-19 months.

FCA also worked with a community-based group in the Zaatari camp Syrian Trainers Club (STC) who are entrepreneur refugees who had participated in diverse trainings and started giving those trainings to others. In addition to that, the modality of engaging municipalities in all activities represented an effective approach of sustaining the impact of the intervention.

The country programme continued its active membership and collaboration with the different coordination clusters in Jordan. JOCO participated in the Jordan INGO Forum (JIF). FCA is also active in the ACT Alliance meetings as well as in the Environment Task Force and the Community of Practice.

FCA has become one of the recognised NGOs in the business development field among the Livelihoods working group. The country office is still co-chairing the JIF Government Liaison Community of Practice and many other groups.

A unique collaboration with the Finnish non-profit company Start-Up Refugees (SUR) was initiated. The project comprised the usage of SUR's MatchMake tool, entrepreneurship and other skills trainings that enabled refugees in the Zaatari camp to stretch their networks to seek funding and to market their products/ services.

Challenges and lessons learnt

The Covid-19 regulations have added to the challenges faced by the programme beneficiaries, whether within or outside the refugee camps. Movement and gathering restrictions have impacted the delivery of some activities. For instance, some businesses faced the escalated supply prices that put their businesses at risk of collapsing.

Due to unexpected Covid-19 related impacts on the supported MSEs, a rapid assessment was conducted by FCA to assess the economic implications of the pandemic on the selected MSEs for grants before contract signing. The assessment was conducted in order for FCA to avoid risks associated with debt increase or business liquidation correlating with poor economy resulted from lockdowns.

One of the learning related to managing the challenges of the Covid-19 pandemic, was that the country programme was driven to use online money transactions with beneficiaries in order to provide them with the grant instalments. These measures required regular inspection and controls by the country office finance unit and by the bank.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
11996	Women's Bank	FCA	MFA Dev, WoB	167,336
12037	Municipal Businessess Project - Dutch MFA	FCA / HAI	Dutch Government	959,362
12066	FCA Fund	FCA	FCA	202,318
12154	Youth in Tech-Women in Businesses	FCA	Mondo	52,666
12190	JOR LARMA Caritas service provision in Syria	FCA	Caritas	19,712
10780	MERO Middle East Regional Field Office	FCA	MFA Dev, FCA	166,705
11911	GG / FCA Other (Self funded PMER)	FCA	FCA	161,897
12222	JOCO-IOPT Regional Budget	FCA	FCA	11,135
Total (€)				1,741,130



Syria

Overview of Syria Country Programme

Major contextual factors continued to influence the operational capacity of humanitarian and aid organisations in Syria in 2021. The explosion of Beirut port in Lebanon in 2020 continued to have negative ramifications on Syria as well. For security reasons, the borders between Lebanon and Syria remained closed for a considerable time, which limited movement to/from Syria via Lebanon. Mobility of external support staff to Syria (i.e. advisors from the Service and Accountability Centre and from the region) remained limited. At the same, Lebanese banks imposed strict restrictions on bank withdrawals and fund transfers to Syria. Money Transfers to Syria via Lebanon banks became impossible due to new financial policies in Lebanon. In addition, supply chains of materials to Syria became more disrupted. The dramatic economic deterioration in Syria also contributed to an



15,380

learners had access to education in 17 rehabilitated school buildings.



4,000

children were equipped with hygiene kits to reduce health risks due to Covid-19 pandemic.



2,500

parents of targeted children from local communities increased their awareness on protection issues.

9,367

children who were either out of school or at elevated risk of dropping out benefitted from remedial classes and catch-up classes.

20,373  10,317  10,056

direct beneficiaries reached by Syria Country Programme in 2021.

increasing number of Syrians living below the poverty line. The exchange rate of foreign to local currencies had a significant impact, in terms of prices inflation, which pushed FCA to reduce the number of activities or beneficiaries in its projects due to devaluation of the Syrian pound.

During 2021, Syria country programme targeted vulnerable Syrian children from host communities and from internally displaced populations in the southern part of Syria (Rural Damascus and Daraa) as well as in the north of the country (Idlib, Hama, Homs). FCA focused on education and implemented diverse educational activities targeting e.g. enrolled students at elevated risk from dropping out from formal education. Other interventions targeted out of school children with the aim of bringing them back to school. In 2021, FCA Syria country office continued to promote distance learning modalities. The quick response to Covid-19 challenges has made FCA one of the leading organisations in Syria to implement online teaching/learning digital contents that were developed in cooperation with the Syrian Ministry of Education.

FCA's cooperation with the local implementing partner St. Ephrem Patriarchal Development Committee continued until July 2021, following which the country programme was self-implemented by FCA.

Main Objective 2

People and Governance

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

FCA promoted people's right to improved services (MO2) with focus on improved access to inclusive quality education. In 2021, FCA reached 15,380 (8,139F; 7,241M) school-aged children, including 149 children with disabilities by rehabilitating 17 schools in a poor condition. WASH facilities in schools were rehabilitated taking into consideration gender and special needs of disabled children.

During 2021, the country programme also supported 9,367 (4,960F; 4,407M) children who were either out of school or at elevated risk of dropping out. FCA provided remedial classes to students with low academic performance and offered catch up classes for out-of-school children who had not attended school regularly for more than one year. A self-learning programme was offered to learners who were unable to enroll in formal education due e.g. early marriage or child labor. 92% of the sup-

ported children successfully completed the requirements to graduate from their current grade to the next grade.

Moreover, through tailored capacity building activities, FCA improved the skills of 252 teachers from all targeted schools in Education in Emergencies (EiE). Furthermore, 289 teachers (194F; 95M) had their capacity built in the prevention of gender-based violence, child labor, early marriage, and mine-risk education. The training also helped the teachers to support children with mild-to-moderate psycho-social issues.

In continuous response to Covid-19 pandemic and the related health risks, Syria country programme distributed hygiene kits to 4,000 children that included soap, gloves and masks, and antiseptic sanitizer spray.

Main Objective 3

People and Civil Society

People fulfill their legitimate and active role for positive change

In order to support people's active role for positive change (MO3), the country programme worked with parents of the targeted learners from the local communities to strengthen their skills, capacities and awareness to respond to different protection risks faced by their children. FCA organised several recreational and protection events at the targeted schools participated by 2,500 parents. The country programme had also planned to mobilise volunteers from the local communities to support the delivery of

the programme activities and services in schools. However, this was not a success due to low motivation for volunteer work in the targeted communities.

In addition to the above, FCA together with a group of other faith based INGOs supported the capacity building of 20 employees of its local partner EPDC in financial management and audits. This helped the institution to leverage its financial accountability and increase its capacity to receive and manage bigger funds and ensure quality reporting to back-donors.

Evaluations

One final evaluation was conducted for an education project. According to the evaluation findings, the project interventions were appropriate and addressed the educational needs of the children and were adapted to the local context. Furthermore, the evaluation found that the selection criteria and process were inclusive of different groups of the targeted populations (i.e., host communities, returnees, IDPs, male/female, PwD etc). The targeted areas were carefully selected to reach out to the most vulnerable populations and people in need. On the other hand, the evaluation noted challenges related to efficiency of activities, particularly in school rehabilitation, which was attributed that time to delays of obtaining approvals from line ministries on rehabilitation works, delays in procurement of relevant items and services, and delays in logistical delivery of intended rehabilitation services.





One of the recommendations was that for future projects, FCA should mainstream direct cash-for-education modalities and/or distribution vouchers instead of direct distribution of school kits or food baskets.

Partnerships and capacity building

The country programme team conducted educational activities in coordination with the Syrian Ministry of Education and with the education sector members led by UNICEF. The engagement of the country programme in sector meetings contributed to collective voice of humanitarian actors calling to promote the rights of children to access quality and inclusive education in Syria. Members of the education sector played an important role during the pandemic to ensure that school facilities were

kept accessible for humanitarian actors to carry out rehabilitation and preparatory education activities before the school semester started. Furthermore, FCA's active engagement in Damascus INGO forum helped to channel a joint voice together with other operating INGOs to advocate for rights of Syrian populations to access adequate and dignified level of humanitarian support including education support despite sanctions on the country.

Challenges and lessons learnt

One of the challenges encountered by the country programme was the weak accountability system by the implementing partner. High turnover of partner staff left the partner with many performance gaps. FCA had plans to build the organisational and technical capacities of the local partner, but this alone was not enough, and

upgrade of relevant systems was also needed (for example finance management system) as well as ongoing mentoring. In the future FCA will enhance the follow-up, and support and monitoring visits to the partner.

FCA also learnt that for the teachers training to be even more relevant, a comprehensive training needs assessment prior to the training is necessary as well as to customise the training and the training tools to better respond to the skills enhancement needs of different groups of teachers.

Based on the evaluation report and consultations with the local communities by FCA staff, there is more space to involve local community members in the educational activities, especially in rehabilitation of schools. In the future projects, FCA will support community led initiatives that support rehabilitation activities through offering paid opportunities for local people to contribute to the rehabilitation of schools. This will enhance local ownership and strengthen FCA's engagement with the civil society.

Transfer of funds to Syria remained one of the main challenges encountered during the year. Delays on money transfers to Syria were mainly due to sanctions on Syria and caused implementation delays. On programme level, FCA sought to keep the donors informed about the situation, discuss relevant challenges with the sector and DINGOs, and explored different solutions to tackle the situation and delays. This open and good communication was essential to ensure good donor relations and avoid negative impacts and surprises.

Project list and financial summary

Project nr	Project name	Partner	Primary Funding Source	Costs (€)
12062	SYR EiE Response for Out of School Children in Rural Damascus and Dara'a, Syria	FCA, EPDC	ECHO	1,033,090
12063	SYR Vocational & Educational Support for Syrian Youth	GOPA	FCA Don.fund	14,367
12068	FCA PMER SYRIA	FCA	FCA	201,217
12169	Syria Humanitarian Fund UNOCHA	FCA	SHF	533,613
12194	Emergency response in Hama city for IDP shelter improvement	FCA	FCA Don.fund	4,481
12195	SYR Humanitarian/Livelihood coordinator	FCA	FCA Don.fund	3,768
12220	Education in Emergencies in Hama and South Idlib, Syria	FCA	ECHO	241,900
12233	Providing access to safe and inclusive education in collective shelters and communities in Hama and Homs	FCA	SHF	15,971
Total (€)				2,048,407

PARTNERSHIPS AND INTERNATIONAL COLLABORATION

FCA actively seeks and strengthens partnerships with a variety of actors that add value to our work. During 2021, FCA continued to promote targeted, coordinated, and well-managed external relations and partnerships at all levels, based on the programme related needs and principles established by FCA.

Global Partnerships

Throughout 2021, FCA's partnership approach was multi-pronged and operational at the global, regional, national, and local levels, which allowed FCA to reinforce its existing relationships and engage with new partners, including IGOs, NGOs, and the private sector.

The breadth and depth of FCA's collaboration with humanitarian and development actors increased, reflecting the centrality of partnerships in securing sustainable impact and effective and efficient use of available resources. FCA reinforced its relations not only with traditional, long-standing partners from the intergovernmental and international nongovernmental sectors (e.g. UN, EU, AU, ASEAN, GPE, ECW, INEE), but also enhanced cooperation with new partners including the Lego Foundation, local partners in FCA operating countries, and the private sector. By utilising our UN ECOSOC consultative status, we built close working relationship and partnerships with a number of UN Agencies and UN bodies to influence and support UN decision-making at all levels.

FCA also began working actively on its new Global Partnership Strategy that outlines FCA's strategic and priority partners and the needs for setting FCA up for strong partnerships during its 2022-2025 strategy period. Once fully operational, the strategy will guide FCA towards relevant, appropriate, effective, efficient, responsible external engagement to enhance outcomes for the populations we serve.

One significant outcome of the Global Partnership Strategy process was the establishment of FCA's Strategic Partnership Matrix, which was created to provide structure to promote systematic strategic alignment, operational coordination, information-sharing and brainstorming with key representatives across FCA on partnerships.

FCA continued to further its high-level engagement at the institutional partnership level, albeit virtually for most of the year due to pandemic restrictions. Despite the challenges posed by Covid-19, FCA's strategic priorities were represented and promoted by remote, in-person bilateral and multilateral meetings when possible. FCA was present virtually at key humanitarian and development events including the GPE replenishment conference, the UN Food Systems Summit and the RewirED education summit and was actively represented in key international

and regional hubs, including New York, Washington, Geneva, London, as well as coverage of Gulf Cooperation Countries. FCA's plans to strengthen cooperation and dialogue with the African Union were placed on hold due to the deteriorating security situation in Ethiopia.

Throughout 2021, FCA continued to assess its performance and conduct internal analyses of its partnership approaches to identify factors of success and constraint, so as to play a complementary role to those of other actors.

Global Ecumenical Partners

FCA continued close collaboration with its longtime global ecumenical partners. FCA participated actively in the local and regional forums of the ACT Alliance (ACT) and contributed to the implementation of the global strategy of ACT for 2019-2026, especially through its Reference Groups. FCA Executive Director was elected as the Chair of ACT Membership and Nominations Committee and FCA Director of Stakeholder Relations continued in the Board of ACT Alliance EU Office.

FCA further collaborated with Lutheran World Federation (LWF) on human rights, gender and peace. Together with the Network for Religious and Traditional Peacemakers (NETW), FCA held a regional consultation preparing for an international conference of faith actors in refugee response and building inclusive societies organised by LWF and Islamic Relief Worldwide in 2022. FCA also supported the World Council of Churches' (WCC) work on peace, justice and human rights. FCA was especially active in promoting WCC Thursdays in Black campaign against sexual and gender-based violence, both globally and in Finland. Through both LWF and WCC, FCA promoted interreligious dialogue and cooperation.

Furthermore, FCA continued to strengthen its faith-based identity and developed FCA's religion and development work. As a faith-based organisation, FCA recognises the role religion can play in development, especially in advancing the Agenda 2030 and its Sustainable Development Goals. FCA maintained its engagement with the International Partnership on Religion and Sustainable Development (PaRD) and together with the NETW participated in the PaRD workstreams on Sustaining Peace as well as on Gender Equality and Empowerment.

Partnerships in Programme Countries

FCA remained committed to strengthen our ability to work even more effectively with local and regional partners as well as advancing localisation and sustainability. FCA's country level presence allows a good understanding and knowledge of country contexts and has enabled closer coordination and collaboration with local CSO partners, including religious and traditional ac-



tors, national and local government authorities, private sector, UN organisations and different platforms. In our countries of operation, FCA works closely within the cluster system and regularly participates in humanitarian coordination fora.

With our partners, the principles of complementarity of roles and capacities, shared understanding of common goals and commitments, mutual respect of values, as well as transparency, accountability and learning from each other guide our work. With our operating partners, we often work in a co-implementation model, as equal partners with joint decision making, complementing each other's strengths and expertise and building each other's capacity.

In some programme countries FCA continued to develop closer cooperation with the other Finnish NGOs. We also cooperated and shared information with the Finnish Embassies and EU delegations during the year (please see Part II 2021 Country Programme Annual Summaries for more information on partnerships in programme countries).

With our operating partners, we often work in a co-implementation model, as equal partners with joint decision making,

Networks and partners in Finland

Networks and partnerships in Finland have important strategic relevancy for FCA. We collaborate with various networks, several ministries, different institutions, the Evangelical Lutheran Church of Finland and its congregation, ecumenical partners and other religious communities, civil society actors, academia, and the private sector.

Our partnership with MFA Finland is of significant strategic value at all levels. During 2021, we continued our good collaboration related to funding and policy in Helsinki, as well as in the programme countries and on political level.

Fingo as the umbrella organisation of Finnish development CSOs is an important network for FCA. FCA has also bilateral cooperation with other NGOs including The Finnish Refugee Advice Centre and Fair Trade where in both FCA has a seat in the board. The next steps on implementation of MoU with Finnish disability NGO, Abilis Foundation were largely put on hold due to Covid-19, but future plans were agreed in late 2021. In 2021, we scoped our partnership options also in climate change space.

The co-operation with the with five Schools of Professional Teacher Education of the Universities of Applied Sciences continued with one joint funding proposal and a joint meeting with the FCA country office representatives. Furthermore, the IAEVG network offered opportunities to learn more about CGC developments around the world and to increase and deepen cooperation and linkages.

PROGRAMME IN FINLAND

FCA's work in Finland aims at supporting and resourcing FCA's Global Programme through church relations, volunteer networks, communications and fundraising. In 2021, FCA cooperated with the Evangelical Lutheran Church of Finland (ELCF) and its parishes, volunteer networks, other NGO's and state authorities.

Evangelical Lutheran Church of Finland and Parishes

As an international aid organisation of the Evangelical Lutheran Church of Finland (ELCF), FCA engages in development cooperation, humanitarian assistance and advocacy work authorised by the church. In this way, FCA fulfils the church's international diaconal mission to help those most in need abroad. The ELCF parishes form an important network for FCA in Finland. Through budget allocations, church collections, fundraising campaigns, and various local voluntary activities, parishes are important donors and supporters of FCA's work. In 2021, FCA focused on strengthening its relationship with the parishes through both online and in person meetings and trainings. Especially the online trainings attracted new people, and the virtual events will be further developed. FCA's work was also promoted in the parishes by the network of FCA contact persons (approx. 500 people).

FCA started a national Thursdays in Black Campaign aimed at the ELCF parishes by organising a webinar and producing various materials. Thursdays in Black is a global movement against sexual and gender-based violence and it has been initiated by the World Council of Churches, FCA's long-term global ecumenical partner.

Reach Out Project

In addition to its international activities, the Network for Religious and Traditional Peacemakers (NETW) continued its Reach Out project with support from European Union's ISF-fund. Some new activities were started in 2021. A new area of cooperation with the University of Tampere was a course entitled "Violent extremism revisited: What is it about and what can be done to prevent it?", developed by the project team. Closer university cooperation enables and supports dialogue between research, academia and the implementing agencies. The course was conducted as part of the spring 2021 educational provision of Tampere University, and it consisted of 24 hours of classes held in January and February 2021.

In addition, the project team carried out a study entitled "When a Family Member Becomes Radicalised: Violent Extremism Prevention and Family Support Activities in Six Western

European Countries". The study was published also in 2021. It highlights the experiences of the families, presents some of the necessary support measures and examines how the prevention of violent extremism has been organised and implemented in various European countries. It also considers the lessons that could be useful in Finland. The study includes some new viewpoints on how in the area of prevention and support measures, practitioners should consider the wider communal and social context. The dissemination event was held in June 2021.

Learning the Language of Participation project

Learning the Language of Participation is the second phase of the Finnish Language Says Welcome -project under FCA supported by the European Union's AMIF-fund. The project promotes the learning of language needed for democratic participation and societal integration, and therefore inclusion in the surrounding society. The target group, young people with a refugee background and migrant parents with small children who are most at risk of marginalisation, have been welcomed to participate in each step of the project process from planning to implementation, highlighting the importance of representation for ensuring relevance and more sustainable action.

New multimedia teaching materials with a dual focus on democracy education and learning of the Finnish language were finalised in 2021 in close cooperation with the target group representatives and stakeholders in education and multicultural, immigration and integration services.

The project activities were finalised, and the newly developed language teaching materials were successfully disseminated among different stakeholder and beneficiary groups. The materials are freely available on the project website. Moreover, awareness-raising on the target groups' needs and the receiving country's duties for true social integration was done in cooperation with parishes, educational institutions, municipalities, and other relevant organisations.

The project and the materials developed are seen to fill in a gap in integration and language learning processes in Finland. The project ended in March 2021. However, to ensure a long-lasting impact, a key partner organisation Luetaan Yhdessä ry will be including the language learning method Toisto and the materials developed as a permanent part of their work.

Women's Bank also continued to empower and facilitate the volunteer network in Finland to take action for global justice, while FCA's Changemaker Finland network also continued its work by educating young people about development issues and organising advocacy campaigns.

NETWORKS AND VOLUNTEERING

FCA's networks promoted collective engagement and cooperation for global justice. During 2021, they provided thematic and technical expertise, engaged in fundraising efforts and advocacy, and promoted global education in Finland.

Network for Religious and Traditional Peacemakers

Even though affected by the global Covid-19 pandemic, the Network for Religious and Traditional Peacemakers has continued to grow into a coalition of 85 members and supporters, which uniquely allows the Network to increase synergies between different organizations based on their expertise and comparative advantage. In line with its 2020-2025 strategy, the Network's vision is a world where religious and traditional actors play a positive role in preventing violence and contributing to sustainable peace. The Network recognises the critical role of religious and traditional actors in peacebuilding, mediation and conflict transformation. Finn Church Aid (FCA) continues to host the Network for Religious and Traditional Peacemakers.

The Network is committed to advancing the 2030 Agenda in achieving inclusive and sustainable development and peace, particularly contributing to the SDG5, 16 and 17. Other guiding frameworks include the Women, Peace and Security Agenda (UNSCR 1325) and the Youth, Peace and Security Agenda (UNSCR 2250 and 2419). The Network is committed to the principles of Human Rights Based Approach.

The Network's programme work is carried out through global and regional approaches and initiatives that focus on Europe and the Middle East and North Africa (MENA), South and South East Asia, and Sub-Saharan Africa. Additionally, the Network has global networking, advocacy, capacity-building and research initiatives, while maintaining its capacity to react to pressing needs of peace and mediation support through its members and partners globally. Both FCA Americas (FCAA) office as well as the newly registered FCA Thailand office (THACO) have played a crucial role in ensuring engagement with partners and members, and in providing relevant programme support.

Improving the Network's structure

The Network successfully advanced its strategic priority on improving the Network's structure. The Network continued to implement the membership process established in 2020 by officially recognizing 74 Network members and 25 Network Supporters (99 organisations in total), of which 46.5% are nongovernmental organisations, 25.3% are nonprofit organisations, 12.1% are faith-

based organisations, 8.1% are intergovernmental organisations, 6.1% are academic or research organisations, and 2% are governmental organisations.

Concentrated efforts were taken to ensure the ample representation of women and youth-led organizations among the Network Members (target minimum 30%). Currently, 31% of Network members are women-led and/or women-focused, 36% are youth-led and/or youth-focused, and 92% are religious or traditional actor-led and/or focused.

The Network also convened a virtual Advisory Group Meeting convening 97 participants from 61 organisations. This virtual meeting served as an informal and open space for reflection, dialogue, networking and the planning of joint initiatives. It also provided the opportunity for attendees to share their knowledge on good practices and lessons learnt on issues related to the Network's mission and to the implementation of its strategy. Out of the 97 participants, 41% were women.

Since the inception of the Network, MFA Finland has been a vital partner and essentially involved in the development of the Network. MFA Finland's support to the Network falls under Finland's overall pursuit and actions aimed to foster and promote sustainable and inclusive peace, international stability, democracy, good governance, human rights, the rule of law, and equality. Furthermore, the Network emphasises local ownership, inclusive participation, civil society's role, and dialogue between religions in peacebuilding, mediation and conflict resolution.

Global Programme implementation

The Network's work was strongly affected by external factors during 2021. Perhaps more than in 2020, the multiple Covid-19 waves affected especially the implementation of some activities globally. Despite this, there were several key achievements. The Network convenes various regional and thematic working groups as vehicles for communication, planning, and knowledge exchange. In 2021, the Network designed and launched a Sub-Saharan Africa Working Group, a Europe, Middle East and North Africa Working Group, and an Inclusivity Community of Practice. The Network also continued to convene its well-established Asia Working Group, which successfully fostered collaboration among various international, regional, national and local actors working in South and Southeast Asia with the shared goal of increasing the active collaboration between religious and traditional actors and other key stakeholders in peacebuilding, mediation and conflict transformation. Each working group is led by a Steering Committee that provides strategic guidance and oversees the direction of the Working Group's activities through the coordination and oversight of the Network Secretariat.

Inclusion is mainstreamed in the Network's work, and the Network has inclusivity-focused activities and initiatives. In 2021, the Network was able to collaborate with its members and supporters



to establish three notable initiatives, including its partnership with the Principles for Peace partnership platform, the establishment of the Network's Inclusivity-based Community of Practice, and its partnership within the G20 Youth Interfaith Forum.

Under the lead of partners Berghof Foundation and German Foreign Office, the secretariat continued to contribute to a platform for faith mediators, with nine track 1 - track 2 faith-oriented mediators from diverse regional and religious backgrounds being engaged in this pilot.

Expanding regional programme portfolios

At the regional programme level, in Asia the Network implemented two large EU-funded regional consortium projects and successfully completed one in 2021 operating in 10 countries across South and Southeast Asia (Thailand, Philippines, Malaysia, Indonesia, Myanmar, Bangladesh, Sri Lanka, India, Pakistan and Nepal). The implementation of the projects is done in large consortiums including 12 nationally and internationally active Network members/supporters. The key thematic focus of the regional programme has been on prevention of violence and hate speech, which have gained more momentum particularly in the context of the impacts of the Covid-19 pandemic and increasing tensions in countries across the region. Particular attention has been paid to the regional implications of the Myanmar military coup and Taliban takeover in Afghanistan.

The Network continued to strengthen and expand its portfolio in the Sub-Saharan Africa region. Two new projects in Mozambique were successfully started, and relationships in the country were further expanded through engagement with civil society, the EU Delegation, and the Embassy of Finland in Maputo. A new partnership with the Berghof Foundation, for carrying out a joint feasibility assessment for a track II dialogue process be-

The Network for Religious and Traditional Peacemakers has continued to grow into a coalition of 85 members and supporters.

tween Somalia and Somaliland, was initiated. Another new project, MIDEEYE, funded by the Ministry for Foreign Affairs of Finland, and jointly implemented with FCA, commenced in April. Network programmatic areas focus on enhancing the federal government capacity to spearhead national reconciliation.

Similarly, the regional programme for Europe and Middle East and North Africa grew in terms of volume of programme activities, membership and partners engaged to network and its activities despite Covid-19 affecting communities across region. The regional programme developed its structure to better serve and support and engage its members in the region with a regional working group. In 2021, the Network supported regional level collaboration with international partners such as UN Alliance of Civilizations, The Organization for Security and Co-operation in Europe, Radicalization Awareness Network to advance human rights based and inclusive whole of society-based approach to prevention of violent extremism in regions Europe, Western Balkans and Middle East and North Africa. The Europe and Middle East and North Africa (MENA) regional programme was implementing three multi-partner and large-scale consortium projects funded by the EU: 'Preventing and addressing violent extremism through community resilience (PAVE)', 'Strengthening the security and resilience of at-risk religious sites and communities (SOAR)', and REACH OUT 3, with the aim to build cooperation and improve the flow of information and trust between public authorities, civil society and communities to prevent violent extremism and radicalisation in Finland.

Project table and financial summary

Project number	Project name	Partner	Primary Funding Source	Costs (€)
11676	NETWS admin and staff	EPDC	MFA HA	193,230
11789	NETWS networking (MFA & FCA)	FCA	MFA POL, FCA	206,138
11812	NETWS Peace support	FCA	MFA POL, FCA	135,543
11813	NETWS inclusivity (MFA & FCA)	FCA	MFA POL, FCA	71,258
11814	Preventing and countering violent extremism	FCA	MFA POL, FCA	27,415
11815	Methods and tools for faith and tradition-oriented peace building	FCA	MFA POL, FCA	34,150
11816	NETWS Admin and Staff	FCA	MFA POL, FCA	207,603
11995	Southeast Asia: Advancing Inter-Religious dialogue and FoRB (EIDHR)	FCA, WFDD, RFP, SNF, IRW	EU	276,341
12024	PVE work in Finland	FCA	FCA	556
12035	Implementing National Reconciliation Framework	FCA	FCA	963
12046	NORAD in Kenya	FCA	NORAD	21,943
12075	Horizon 2020	FCA	EU	45,296
12089	OMANI	FCA	Oman Gouvernement	169,688
12108	ALLY – Amplifying Leadership of Local Youth in Preventing Violent Extremism in South Asia	FCA, CCD, YDF, SLU, UNOY, RDS	EU	158,034
12111	Reach Out 3	FCA	EU	49,331
12144	AHA	FCA, CCD, Sarvodaya, BRAC Univ, IRW, YDF, WFDD	EU	616,145
12180	FNM Faith mediator Network	FCA	German MFA (via Berghof)	22,177
12183	Support to the implementation of National Reconciliation Framework	FCA	MFA ALI	150,561
12184	Towards an Inclusive and Peaceful Society in Mozambique (TIPS)	IMD / IESE	EU	266,499
12189	ISFP-SOAR	FCA	EU	137,716
12235	THACO	FCA	FCA	2,678
12281	IDove -Interfaith Dialogue and PVE	FCA, small grants	German MFA	2,430
Total (€)				2,602,598



Teachers without Borders Network (TwB)

Teachers without Borders (TwB) Network Finland and its volunteer education experts continued to provide valuable support for the quality education initiatives in FCA Country Programmes. Due to the Covid-19 pandemic, the in-country TwB work has remained on hold since March 2020. As a response, the TwB work has been efficiently adapted accordingly in close cooperation with FCA Country Offices. A new distance volunteering model was developed to ensure the continuation of learning during the crisis. Altogether 25 volunteer education experts supported FCA's education programmes in Cambodia, Kenya, occupied Palestine Territories, Myanmar and Somalia based on local needs and focus areas and guided by the FCA education strategy.

The TwB volunteers contributed to teacher education and professional development of colleagues, from teachers to school counselors, principals, and district officials, in early childhood, primary and secondary education levels, as well as in career guidance and counseling (CGC), and – as a new focus area – technical and vocational education and training. The experts supported teacher capacity building through providing online training, mentoring, and coaching to local colleagues. For instance, in FCA CGC projects in Cambodia, altogether 149 school counsellors were supported through online trainings and coaching. In oPT, 83 primary school teachers were trained on distance education skills and methods with a focus on digital and learner-centered pedagogy and inclusive education. In Kenya, a total of 30 primary school teachers were mentored on peer mentorship skills and will continue to mentor their peers locally across six partner schools in the Kalobeyi Refugee Settlement. Moreover, the TwB distance experts also contributed to the development

and/or revision work of local curricula, and training, teaching and learning materials including a coherent, adjustable Online Teacher Training Manual on Distance Education.

Providing great potential for cost-efficient yet specified high-quality solutions to support the continuation of learning, the distance modality also allowed TwB to expand its collaboration to Somalia over a successful mobile mentoring pilot. Either in-country or distance, the TwB collaboration contributes to the quality of the education work that FCA and its partners do by building on Finnish education expertise to respond to local stakeholders' and contextual needs.

In Finland, the current and previous network volunteers actively supported the network commitment to SDG4 via, for example, visibility, marketing and communications, school and higher education (online) visits, pedagogical support for global education material development, and event planning and implementation such as well-received Education for Global Thinking and Action -webinar on World Teacher Day. In addition, the previous volunteers actively participated in the training and induction of new volunteers for ensuring the continuation of internal learning and sharing.

The TwB network continued working together in close collaboration with its steering committee members Ministry for Foreign Affairs in Finland (MFA), Ministry of Education, National Agency of Education, Teacher Union, University of Helsinki, Church Council and FINGO, to find opportunities to utilise Finnish education and pedagogical expertise to address the global learning crisis. Representatives of the volunteer body are included in the steering committee.

As a member of the Unesco International Task Force on Teachers for Education 2030, the TwB network promoted Finnish expertise in teacher training and teacher management in crises and emergency situations by contributing to the related working group.



Women's Bank

During the extraordinary year of 2020, Women's Bank (WoB) continued its unwavering support for women's sustainable entrepreneurship and livelihoods in fragile contexts. In 2020, WoB unit was formed with the responsibility for overseeing all private, community and corporate fundraising and hosting a large volunteer network taking action for global justice.

During 2021, Women's Bank (WoB) continued to support women's economic and social independence through sustainable entrepreneurship and livelihoods. At FCA, WoB unit carries the responsibility for overseeing all fundraising and communications as well as hosting a large volunteer network taking action for global justice. While project funding decisions are made by the WoB Steering Group, FCA with its country offices holds responsibility for the WoB project portfolio.

Covid-19 continued to have a significant impact WoB's operations both in Finland and programme countries. However Women's Bank reached the 3rd highest fundraising result in its history, at nearly 1,8M euros. This was a 14% increase from 2020 and 13% increase to what was budgeted. The growth came from across all income streams, though the significance of monthly donors grows every year, now forming 42% of the total WoB income. In 2021, also major donations and legacies grew, speaking to the reliability of WoB as experienced by donors. On a local level, WoB volunteers, responsible for regional fundraising events succeeded in increasing revenue, as Covid-restrictions intermittently lifted.

The volunteer network continued to operate mainly on digital platforms. National volunteer events as well as training took place online. The prolonged pandemic has had a recognised impact on volunteerism and activism and requires attention

as we ease out of it. However, most of the WoB 42 local groups continued activities and three national volunteer led campaigns were organised; Women's Bank Walk, Women's Bank Golf and Women's Bank Read. In total, these events reached 2,000 people and raised 100,000€.

In 2021, the WoB portfolio included 13 entrepreneurship, education and cooperative projects in seven countries: Cambodia, Nepal, Myanmar, Uganda, Kenya, Central African Republic and Jordan. The number of direct beneficiaries was around 30,000. The Covid-19 pandemic continued affecting project implementation, in some countries more than others. In projects in Cambodia and Nepal, some funds were reallocated to necessary Covid-19 relief activities during the second wave of Covid-19.

Following WoB project strategy 2020-25, focus on impact, entrepreneurship and sustainability was strengthened in 2021. The new "10% initiative" that directs WoB funding to innovative business cases and models was launched with a "BUZZ" pilot in Nepal, exploring the business and scale-up potential of farming black soldier fly larvae for animal food. Direct private sector partnerships were initiated in Kenya (waste management) and Uganda (maize-poultry value chain), underscoring the new strategic direction.

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Changemaker's main campaign in 2021 focused on Internet freedom and online harassment faced by young activists.

Changemaker Network

Changemaker Finland is the youth network of Finn Church Aid. Changemaker is an advocacy network based on volunteer work and youth participation. It strives for global justice by organising advocacy campaigns and educating young people about development issues and ways to change the world. In 2021, 94 new members joined the network. In total, 170 people took part in the network's activities and 35% of them participated at least twice.

The strategic key areas were grassroots-level advocacy work and global citizenship education. Changemaker's mission is that young people themselves design and carry out the network's advocacy activities.

The network's volunteers and coordinators organised other events such as a Changemaker weekend, discussion events, campaign planning meetings and visits to schools and congregations. The network also attended national and local events. Altogether, 125 meetings and events in six different towns and online were organised.

Changemaker organised four journalism trainings, two trainings of trainers, one podcast-training and nine advocacy-trainings under the ABC Advocacy training concept. Altogether, Changemaker organised 16 trainings with 174 participants.

Changemaker's main campaign in 2021 focused on Internet freedom and online harassment faced by young activists. The campaign (Verkko vapaaksi) consisted of a petition, a social media campaign, and a social media guide that was published to highlight the problems of online harassment. The campaign was visible in many medias including a publication of an opinion piece by the chair in Helsingin Sanomat and interviews of the chair about the campaign in Kotimaa-magazine and Horisontti radio programme.

During 2021, the network's volunteers produced a guide to critical global citizenship education Yhteinen pallo – opas kriitti-



seen globaalikasvatukseen. Altogether 1,000 copies were sent to teacher's subscription service Subjectaid and ordered out almost immediately. The guide was also well received by congregations.

Changemaker continued to publish its own biannual magazine Globalisti (circulation of 8,000 copies/year). The magazine is popular in schools and is also shared with network members and parishes. The magazine is produced by volunteers. The theme of the first 2021 issue was Internet freedom and the second theme Freedom of speech. Globalisti podcast was piloted with two episodes.

Due to the coronavirus pandemic, the network was unable to organise many of the planned live events and campaign activities. Regardless, online activities and trainings reached a large number of youth and young adults interested in advocacy for global justice.

EAPPI

EAPPI (Ecumenical Accompaniment Programme in Palestine and Israel) is the World Council of Churches (WCC) ecumenical initiative through which FCA yearly deploys 10-12 volunteers for three months as human rights observers to I/oPt (Israel/Occupied Palestine Territory). The programme 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. The volunteers support local vulnerable communities by giving protective presence, monitoring the compliance of the international humanitarian law and human rights in the area and by engaging in advocacy work mainly in Finland.

The Covid-19 pandemic had severe impact on programme implementation due to the continued inability to deploy volunteers. The deployment of EAPPI volunteers in the autumn 2021 had to be postponed due to the closing of the Israeli borders. At the end of 2021, EAPPI prepared for the re-start of the programme in January 2022 for the previously recruited Ecumenical Accompaniers (EAs). Furthermore, 13 new EAs were recruited to be deployed during 2022.

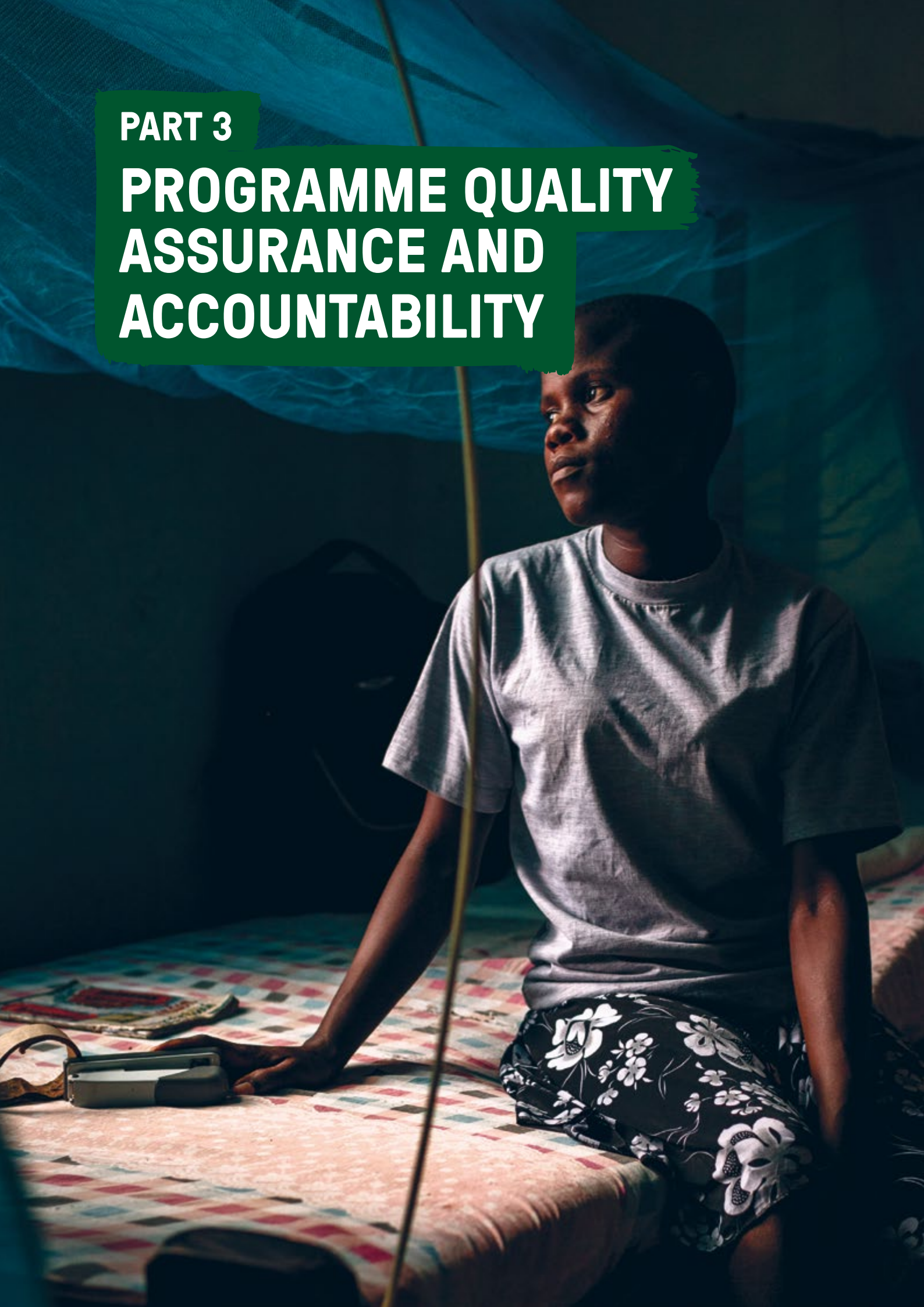
With no international presence in the West Bank, the number of human rights violations suffered by the local communities increased during 2021. An evaluation conducted by WCC highlighted the escalating human rights violations in Occupied Palestine Territory in the absence of EAs and provided evidence-based data about the significance of the programme and the protective presence to the local communities.

During the spring, EAPPI Finland launched an advocacy campaign in response to the urgent situation in East Jerusalem. The campaign focused on raising awareness on the forced evictions of local communities living under occupation. With the support from former EAs, the campaign urged the decision makers to act against the human rights violations through petitions, a social media campaign based on eye-witness stories and EA appearances on national television.

The EAPPI-community of all the sending organisations and WCC further strengthened and systemised their collaboration on advocacy. The joint advocacy efforts led to greater visibility, synergies and impact when duty bearers including decision makers, religious leaders and the general public in several countries were simultaneously targeted. The development of joint global advocacy processes and initiatives with WCC and other international EAPPI-organisations continued and was strengthened during 2021.

PART 3

PROGRAMME QUALITY ASSURANCE AND ACCOUNTABILITY



FCA'S QUALITY AND ACCOUNTABILITY FRAMEWORK

FCA strives at ensuring effectiveness and high quality of work, and accountability to all key stakeholders and the communities we work with. During 2021, we continued to apply the highest INGO sector standards, including the Core Humanitarian Standard on Quality and Accountability (CHS).

The further development of quality and accountability management system (QMS) took steps forward, but progress was slower than anticipated due to ongoing organisational change process in FCA.

As result of CHS recertification audit, the certificate was renewed for 2021-2025. The audit recognised significant progress made by FCA, and the 11 Corrective Action Requests (CARs) of the 2017 audit were all closed. The three new CARs relate to ensuring that implementing partners have a complaints mechanism in place and informing communities about their CoC, and to ensuring that beneficiaries with unmet needs are referred to other actors. Generally, the over 50 observations of the report related to 1) ensuring adequate human resources and staff capacity at CO level, 2) partnership management (e.g., ensuring partner due diligence and capacity building), 3) effectiveness of roll-out/operationalisation of policies and guidelines. A further analysis was initiated by FCA to identify the root causes and set out actions to address these issues.

Accountability to affected people - safeguarding mechanisms

FCA Code of Conduct Policy was revised, including the 'Staff Code of Conduct' and the 'Code of Conduct for Visitors', and the rollout will take place during spring 2022. Finalisation and rollout of the Safeguarding Policy was postponed to 2022 due to lack of resources.

The Country Office Quality and Accountability self-assessments were continued, and remote facilitation methods for the assessments developed, adapting to Covid-related travel restrictions. The COs that had previously conducted self-assessments were supported in monitoring of their Accountability Improvement Plans (AIPs), and in the integration of AIPs into CO routine processes.

COs were supported in developing and maintaining their Complaints Response Mechanisms (CRM) through remote refresher trainings and inductions on Complaints Handling, as well as through the CRM Focal Points Community of Practice and one-on-one support to Complaints Focal Points. However, COs still struggle to achieve a full roll-out of the CRM on project level, particularly in partner implemented projects.



With the growing awareness and reach of FCA's CRM, the Standing Complaints Committee continued to receive sensitive complaints from Programme Countries. Misconduct allegations were processed, investigations commissioned when needed, and corrective actions taken accordingly.

Accountability for results and programmatic learning

As planned, the digitalisation of FCA's three-tier Planning, Monitoring and Evaluation system took significant steps in developing, testing and rolling out some of the key components of SAMPO PM platform (formerly known as NOW). The FCA Global Programme indicator monitoring in SAMPO was fully tested and rolled out in the end of 2021 enabling 2021 global progress data compilation from project to country and global level in this new system. This new approach enabled earlier data compilation and data checks in comparison to previous years; increased transparency of the data; and reduced risk of human error relating to data handling in excel.

Beyond indicator monitoring, FCA also took steps in transforming its entire annual planning and reporting process by utilising SAMPO platform. The process was kicked off by assessing needs and priorities related to the planning and reporting formats both in SAC and in the country offices. This development work will continue in 2022.

Parallel to the above efforts, FCA took steps towards enhanced project cycle and grant management in the SAMPO system enabling a further integrated PME system. The development efforts of different units were brought together into "PCM Task Force".

Major programme-level evaluations planned for 2021 were delayed due to both external and internal factors. The planned Myanmar country programme evaluation was cancelled by the coup that took place in early 2021. The severe Covid-19 situation in Uganda combined with FCA's organisational restructuring and the subsequent changes in staffing further delayed the preparations of the Uganda Country Programme evaluation, which was eventually postponed until 2022. Similar changes also led to the postponing of FCA Global Programme mid-term evaluation. Regardless, 23 project level end-line evaluations took place in 2021, contributing to FCA's accountability and learning. Most of



them (87%) were conducted by an external evaluation expert. In addition, multiple surveys, assessments, and reviews at the project level supported FCA's evidence-based programming. Regardless, 19 project level end-line evaluations took place in 2021, contributing to FCA's accountability and learning. Most of them (17) were conducted by an external evaluation expert. In addition, multiple surveys, assessments, and reviews at the project level supported FCA's evidence-based programming.

Knowledge management and learning

The continued pandemic meant that knowledge and information exchange took place virtually between the SAC and the country offices and no physical global/cross-regional programme workshops were organised in 2021. Country offices organised annual planning and annual reporting virtual workshops, which greatly supported knowledge and information exchange and learning within the organisation. Country offices together with SAC hosted five "sharing of best practices and lessons learnt/knowledge sharing" sessions virtually.

FCA's work on programme digitalisation has advanced knowledge management greatly. The development of SAMPO PM system has been a participatory process involving SAC and FCA country programme colleagues through SAMPO demo sessions, hands-on exercise sessions, video trainings, one-on-one support session and by enabling feedback and knowledge sharing both ways.

The further development of FCA's Quality Management System (QMS) took steps forward. The elements of QMS (incl. also quality improvement) were included into the ToR templates for the newly established internal collaboration platforms. In addition to the existing Communities of Practices several Co-ordination Groups, Task Forces and some new Communities of Practice were established within FCA. FCA also participates actively in various external forums and platforms, which are avenues for knowledge exchange.

Refreshers on FCA's Information Sharing Guideline were initiated in 2021 and will be carried on in 2022. In these refreshers special attention was paid to aspects of information sharing with partners and the communities and people we work with. The newly (2021) revised FCA Code of Conduct also links with the information sharing aspects. Revised FABO recordings on information sharing and on knowledge management were prepared.

Promoting organisational learning in FCA was also advanced in practical ways by including contributing to organisational learning into the revised Rules of Procedures. The integration of Knowledge Management into human resource processes was progressed e.g. HR Management Guidelines. Altogether five new courses were added into FABO and the peer support groups' facilitation carried on. News flashes on FCA yammer on knowledge management were prepared to raise awareness and build capacity on knowledge management.

During 2021, FCA's Research Coordination Group continued to provide a coordination and learning platform for all research related processes in the organisation. Internal coordination included coordination meetings, liaising with other internal task forces and securing the information flow with various experts and expertise groups within FCA. Three coordination meetings with seven coordination group members, representing FCA's various departments and offices and Finnish academia, were organised. The coordination group continued to follow the progress of knowledge management and research funding opportunities. Additionally, the research coordinator participated to the task force that coordinated collaboration with Finnish Universities of Applied Sciences, and to another task force that coordinates work with other Finnish higher education institutes. The research coordinator supported and followed nearly 30 different research projects, including consortia studies, Master's thesis and PhD studies. FCA Research also hosted a research intern who assisted with tasks related to external communications, analysis of ongoing and past FCA supported research and designing tools for FCA Research Coordination use. Regular internal updates were shared through FCA's intranet throughout the year.

External coordination, especially with Finnish, higher education and research institutes was strengthened. Regular meetings were held with university partners and one MoU was initiated during the year although it is still to be finalised. Preparations for new FCA Research webpages started and are supposed to be ready during the first quarter in 2022.

The continued pandemic meant that knowledge and information exchange took place virtually between the SAC and the country offices.



PART 4

PROGRAMME MANAGEMENT AND SUPPORT



ADMINISTRATION

The Service Accountability Centre (SAC) support functions, including finance, HR, fundraising and general administration, continued to ensure and improve the quality of FCA's programmatic work and administration, and to enable good core functions globally.

Finance and administration

FCA Finance Department underwent major changes in 2021 as part of the organisational changes that started in late 2020. In 2021, former Finance Department operated as Finance and Operations Support Department (FOSD). FOSD is and continues to be very well resourced not only to manage the finances of FCA but to support the operations of the global FCA more broadly. The department is led by the Finance and Operations Director and consists of Group Accounting, Global Controlling and ICT units. In addition, the Development Manager, Compliance and Procurement and Logistics Managers operate under FOSD and report directly to the Finance and Operations Director.

The field-based Procurement and Logistics Manager is responsible for procurement and logistics support and oversight. The Compliance Manager is also field-based and further strengthens the risk management at FCA. The position holder works closely with the Global Controlling unit that consists of the Global Controlling Unit Head and four Financial Controllers stationed in Helsinki as well as one Roving Finance Adviser based in Nepal. The Roving Finance Adviser is available to support the Country Offices on need-be basis, e.g., during staff changes or during specific reporting period or for a monitoring visit. The responsibility of the Global Controlling unit is to ensure adequate global financial planning, budgeting, reporting and general financial management support, with an emphasis on the operations in the programme countries. Regular visits to programme countries are an essential part of the Global Controlling, Compliance and Procurement & Logistics Units' normal work. When travelling is not possible or difficult, like in 2020-2021, external resources, such as external auditors, are hired for assignments related to compliance monitoring. In 2021, the field travels were resumed in the last quarter of the year with the first compliance and support trips made to various programme countries.

Country office finances continued to be led by deployed or locally recruited Finance Managers. FCA has been successful in recruiting and maintaining experienced expatriate and local finance staff despite the challenging conditions in many programme countries. The fact that the country programmes have significantly grown in many countries means that there are more diverse support needs.

The most important instructions concerning the overall financial management responsibilities and financial decision-making



FCA has been successful in recruiting and maintaining experienced expatriate and local finance staff despite the challenging conditions in many programme countries.

are found in the financial standing orders. Other recently updated guidelines include procurement guidelines, financial management field guidelines, cost recovery and budgeting guidelines and various other policies related e.g. to HR, travel, vehicle use.

During 2021, various crucial systems updates that will significantly improve the financial management of the foundation were being implemented and the implementation continues in 2022. Most importantly, Microsoft Dynamics NAV ERP upgrade to Unit 4 ERP started in 2021. The new system will greatly improve FCA's internal and external planning and reporting, offer better internal control and reduce the administrative work required by the current set up in which two different accounting systems are being used. Furthermore, the new project management system SAMPO advanced well and will be fully adopted in 2022. 2022 annual budgets were already prepared in the SAMPO project management system.



Human resources

At the end of 2021, Finn Church Aid (FCA) had 1,718 employees, of whom 143 worked in the Helsinki office, 24 expatriates served in the programme offices and 1,551 were hired locally. Total number of full-time equivalent (FTE) stood at 1,548. The ratio of locally hired employees in the programme countries was 98%, which is in line with the objective to employ local staff whenever possible.

FCA continued focusing on developing consistent people management as well as wellbeing and safety of staff in the organisation. Due to the Covid-19 pandemic continuous teleworking became the new normal in FCA SAC, and most of the country offices implemented teleworking to some extent during the year. FCA continued to provide training to staff in tools (e.g., Teams, electronic processes) and skills (e.g. self-leadership) needed at telework and in a hybrid model of combining telework and work in the office. FCA prepared a hybrid working model for SAC and it can be implemented across the whole organisation. The experiences from continuous telework will influence on the ways of working also after the pandemic: e.g., routine meetings organised online, face-to-face meetings when it has added value, less traveling.

As FCA had an organisational transformation process ongoing in 2021, the Good Leadership at FCA programme focused on leading people through change. Facilitated peer groups for supervisors were organised to support them in leading telework and managing change. Also, common management culture was promoted in the peer groups. The groups serve as a safe space for supervisors to discuss any topic concerning supervisors'

work, to develop their leadership skills and to share good practices and experiences. In addition, events to all staff to develop work community skills and self-management skills were organised, as well as training in psychosocial support for supervisors. Training materials were shared on FCA intra and Yammer, so that they can be utilised throughout FCA.

FCA workplace well-being programme was launched in early 2021. The programme guides to a more holistic approach to leading FCA's general duty of care. In addition to workplace well-being objectives, the programme includes objectives for equality and non-discrimination. Workshops were organised to discuss and work on the definition for FCA's vision for workplace well-being. Also, webinars on how to strengthen resilience were organised. The webinars provided tools to build and develop resilience and decrease stress and anxiety.

During the year, FCA also launched an online orientation course "Welcome to Finn Church Aid". The objective is to make orientation efficient and flexible while ensuring that everyone receives the same information in a simple and comprehensible form. The orientation lays the foundation for good work community membership and work satisfaction, as well as guides the employees to act according to common FCA values and goals.

The events were still held online due to the pandemic. Also, the Leadership Forum, where SAC management and the country management meet, was organised online. SAC advisors and experts carried out continuous capacity support to Country Offices, for instance, through in-house "Community of Practice" meetings and by supporting Country Office staff on ad hoc issues, and on one-on-one basis when needed.

FINANCING OF THE GLOBAL PROGRAMME IN 2021

FCA's Global Programme financing was based on main four funding sources: global institutional donors, Ministry for Foreign Affairs in Finland, church and private funding. We continued to strengthen our donor relations and build new partnerships at the global and national levels.

In 2021, FCA expended a total of 54,8 M€ on aid and other operations. The income for the period was 55,6 M€. The result of the financial period was 0,8 M€. At the end of 2021, total equity was 11,1 M€. Advances received for disaster relief work, reconstruction, Women's Bank and other operations totaled 8,1 M€ on the balance sheet.

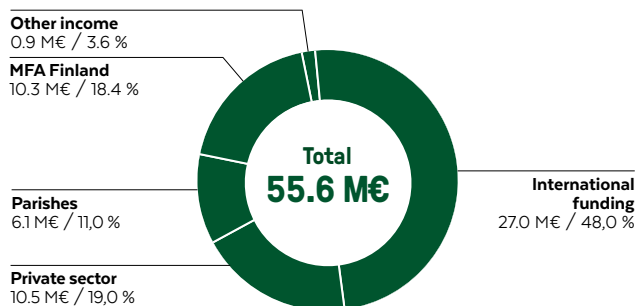
The Ministry for Foreign Affairs in Finland funding totaled 10,3 M€. Funds from the Ministry for Foreign Affairs made up 18,4% of FCA's total income.

Support received from the Finnish Evangelical Lutheran parishes, including proceeds from the Common Responsibility Campaign and operational subsidies from the Church Council totaled 6,1 M€ and was 11% of the total income.

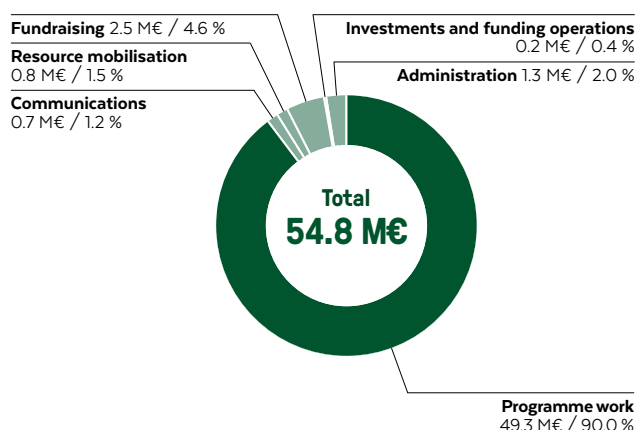
Income from international funding sources (e.g., EU, ECHO, ACT, SSF, US Gov, UN organisations) was 27,0 M€ and 48.0% of the total income. Income from the private sector was 10,5 M€ and represented 19% of the total income.

In 2021, FCA used 90% of the funds on programme work and 10% on programme support, including communications, fundraising, stakeholder relations and general administration.

2021 Total income



2021 Programme work and support functions



COMMUNICATIONS

The year 2021 saw an increase in the production of quality communications content published in FCA's online and print publications, social media and other media. During the year, FCA's international communications continued to grow and develop the ways of working.

The pandemic continued to affect the communication unit's work in 2021. Remote work was the norm until the last months of the year when travelling slowly picked up. Despite the challenges, wide-ranging freelancer networks, locally based communications specialists, trained staff members, and new ways of working enabled quality content. For instance, the unit managed the production of the Common Responsibility Campaign (CRC) documentaries in Uganda remotely.

The CRC documentaries reached 6,678,000 views on the public broadcasting company Yle's channels between February and April. The CRC campaign photos and stories were published in several other Finnish publications, such as *Ilta-Sanomat*, *Kirkko ja Kaupunki* and *Kyrkpressen*.

The communications unit successfully continued its work for earned media coverage through cooperating with journalists and pitching topics and interviews. FCA was featured in mainstream media 34 times during the year through staff interviews or pitched articles written by FCA. The coverage included topics related to East Africa, Covid-19 and the humanitarian crisis in Afghanistan. Overall, FCA was mentioned 486 times in print and online media in Finland, according to the Liana media monitoring service that also follows local newspapers and parish media.

Staff turnover in the unit delayed the revision of FCA's communications strategy, but FCA's international communications experienced a significant boost in 2021. Two native-English communications specialists joined the unit in the autumn to develop new structures and ways of working more closely with the country offices and the Finnish-speaking team. While FCA's Finnish social media channels continued their strong performance, the global channels are picking up the pace of posting and increasing their reach and number of followers, particularly on Twitter.

Despite the challenges related to Covid-19 pandemic, wide-ranging freelancer networks, locally based communications specialists, trained staff members, and new ways of working enabled quality content.



Localisation is an increasing trend in FCA's communication. The increased capacities in the country offices, most notably the communications specialists in Uganda, Kenya and Somalia, enabled the opening of social media accounts for FCA in Kenya and Uganda and a website for the Kenya office. FCA Somalia already had an active Twitter account. The content planning is closely coordinated with the Helsinki office, resulting in a general increase in content for Finnish and English audiences across all platforms. FCA has several times featured in Uganda's most prominent media outlets, such as the *Daily Monitor* and *New Vision*, as well as tv interviews, showing the direction where FCA is building its programme country communication.

In 2021, FCA's communications published 162 articles, news stories and blog posts on FCA's main website compared with 125 in the previous year. The increase in written content can be attributed to the country office communications specialists and increasingly systematic use of translation services to utilise the same material in both Finnish and English. On average, website visitors spent more time reading articles on FCA's website than earlier. The number of visitors was 156,423, which represents an 11,5% decrease from the first pandemic year's exceptional result but is still significantly higher than in 2019. Communications published 48 videos on Facebook and 42 on Youtube.

FCA also engaged with a podcast service provider to embark on its first professionally produced podcast season. The topics of the season's eight episodes were based on an expert listener's panel. Staff changes postponed the launch plans, but the production was finalised in 2021 to be published in early 2022.

FCA's award-winning *Tekoja* magazine, with a circulation of 40,000 copies, was issued two times in 2021. The first issue highlighted the CRC campaign and why empowering women is key in humanitarian crises, and the second issue focused on digitalisation in development cooperation programmes. The Changemaker youth network volunteers continued to publish the network's biannual magazine *Globalisti*, popular in schools and parishes, with an annual circulation of 8,000 copies.

RISK MANAGEMENT AND SECURITY

In 2021, FCA continued to assess, analyse and minimise risks through our risk management system and processes, and improved work practices and security measures.

Risk management

FCA's risk assessment process stayed unchanged: entering into a new programme country a context analysis including a risk assessment is done. During the project planning stage, the risks related to the project are assessed and a mitigation plan is prepared. Implementation includes active risk management.

The risk assessment tool was in use both in country offices and SAC departments. Programme countries and SAC departments assessed and reported risks regularly. A summary of risks, including global risks assessed by the SAC Management Team, was presented to the Board of Directors three times during the year.

Due to staffing gaps and the organisational restructuring process, some of the planned activities on project level risk assessments, Do No Harm guidance, and safeguarding policy roll-out had to be postponed into 2022. However, FCA's Code of Conduct for staff, and Code of Conduct for Visitors were revised and will come into effect in 2022. The draft Safeguarding policy was revised and its roll-out is planned for 2022. Monitoring of CO compliance with existing guidance relating to FCA's safeguarding mechanisms was partially integrated into the Compliance Assessments. Country programmes were supported in developing and maintaining their Complaints Response Mechanisms and supported in safe handling of complaints and safeguarding incidents.

Due to the organisational restructuring process, a few important changes took place at the very end of 2020, which affected the 2021 plans. The position of IRCM was phased out to establish a higher level Head of Compliance, Risk Manager role, reporting directly to FCA Director of Finance and sitting in the Finance & Operations' Support Department. The new position has taken a central role in compliance, with an important focus on internal controls. A Compliance framework was drafted and the work to review Country Office's compliance position restarted in September, as soon as Covid- related travel restrictions were eased. Three offices were visited (Somalia, Syria, South Sudan) before end of the year for a comprehensive compliance review. Among the areas of interest, the review included a check of the AML/CFT procedure within the wider legal compliance.

In risk management, the focus shifted to upgrade the current process and move into the recently established programme management software (SAMPO). The plan was finalised in 2021 and implementation will be running throughout 2022. The risk management process will be entirely handled in the programme



management system, starting from project level, up to global, with clear identification of risk ownership for clearer and faster follow up and overall accountability.

During 2021 the risks in FCA's work remained in line with the previous year's risks. Because of the pandemic, the health security risks were emphasised. FCA's travel restrictions (incl. essential travel only, distance work, online meetings and online trainings instead of face-to-face trainings) reduced the risks considerably. Health security guidelines and preparedness plans for country offices together with local authorities' instructions and restrictions enabled working in health secure environment.

FCA's Security Management Team (SECMT) has monitored the Covid-19 situation constantly since the beginning of the pandemic in March 2020 and continued providing instructions to the organisation.

Security

The security and safety of FCA personnel is a priority. This translates into a strong commitment to mitigate risks to an acceptable level through continuously improved work practices, security measures, appropriate trainings, risk management and overall awareness.

The foundation of staff security is a wide community acceptance of our presence and work, achieved 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 the use of armed guards for the office and the residence or for the transport in some extreme situations. However, the deterrence must always be carefully considered and is the last possible protective measure. FCA engages the local communities mainly in cooperation with local and international NGOs and aims for a close relationship and 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 Risk Assessments, Standard Operating Procedures and Contingency Plans are in place to provide practical security tools for security management and field personnel. In addition to Helsinki-based Security Manager, FCA continues to assess and provide regional- and country level security management staff to assist personnel as required in security related issues and training. Continuous monitoring of FCA procedures, policies, guidelines, assessments and Emergency Plans are other critical components of the security global annual plan.

Proactive risk management aims to prepare for threatening situations and the security risk assessment takes into account various factors that can cause dangerous situations. The most common of these in 2021 were road accidents and infectious diseases, while the political environment in the programme countries created a largely unstable climate.

The most important challenges in 2021 related to the Covid-19 pandemic. In the early stages of the pandemic, staff guidance on preparedness and response was key. As the pandemic evolved the programme countries increased national restrictions, e.g., in terms of movement and access. The FCA Security Crisis Management Team (SECMT) was active throughout the year to meet the challenges posed by the Covid-19. The SECMT will remain active for as long as necessary to ensure the continuity of FCA's work and efficient support to the country offices during the pandemic.

In 2021, FCA invested in relevant trainings and increasing security awareness. Due to the Covid-19 pandemic and the related restrictions, physical trainings had to be cancelled and security training was transferred to various online platforms to ensure continuity of training and staff awareness.

Signature

Helsinki 25th June 2022

Finn Church Aid

A handwritten signature in dark ink, appearing to read 'Jouni Hemberg', with a stylized, flowing script.

Jouni Hemberg
Executive Director

LIST OF ACRONYMS

ACT (Alliance)	Action by Churches Together	FCAI	Finn Church Aid Investment Ltd
ACHPR	African Charter on the rights and welfare of the Child	FGS	Federal Government of Somalia
ADR	Alternative Depute Resolution (ADR)	FWEAN	Federation of Woman Entrepreneurs' Associations of Nepal
BTVET	Business, Technical, Vocational Education and Training	GBV	Gender-Based Violence
CAMCO	Cambodia Country Office	GEC	Global Education Cluster
CAR	Central African Republic	GEJCP	Gender Equality and Justice Community of Practice (ACT Alliance)
CARCO	Central African Republic Country Office	GRF	Global Refugee Forum
CBD	Caste-Based Discrimination	GTHS	General and Technical High Schools
CBDMC	Community Based Disaster Management Committees	HEIST	Hostile Environment Individual Security Training
CBM	Community based monitor	HO	Head Office
CBO	Community-based organization	HRAA	Human Rights Advocacy Alliance
CCA	Climate Change Action	IAEVG	International Association for Educational and Vocational Guidance
CCAA	Climate Change Adaptive Agriculture	ICCO	Inter-church Organization for Development Cooperation
CCN	Changemaker Cambodia Network	ICCPR	International Covenant on Civil and Political Rights
CDRC	Commune Dispute Resolution Committees	ICESC	International Covenant of the Economic, Social and Cultural Rights
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	IDP	Internally Displaced Person
CERA	Community Empowerment and Resilience Association	IFAD	International Fund for Agricultural Development
CERD	Convention on the Elimination of Racial Discrimination	IGA	Income Generating Activities
CfE	Cash for Education (CfE)	INEE	Inter-Agency Network for Education in Emergencies
CGC	Career Guidance and Counselling	INGO	International Non-Governmental Organisation
CHS	Core Humanitarian Standards	IOM	International Organization for Migration
CM	Changemaker	IOPT	Israel and the Palestinian Territories
CO	Country Office	IPRO	FCA's International Programmes
COP	Community of Practice	IRW	Islamic Relief Worldwide
CP	Country Programme	KECO	Kenya Country Office
CR	Common Responsibility	LDC	Least Developed Countries
CRC	Common Responsibility Campaign	LL2E	Linking Learning to Earning
CRC	Convention of the Rights of the Child	LNGO	Local Non-Governmental Organisation
CRPD	Convention of the Rights of the Persons with Disabilities	LWD	Life with Dignity (Cambodia)
CRD	Center for Research and Dialogue (Somalia)	LWF	Lutheran World Federation
CRDP	Convention of the Rights of the Persons with Disabilities	MCC	Mobile Counselling Center
CRM	Complaints Response Mechanisms	M&E	Monitoring and Evaluation
CSO	Civil Society Organization	MEAL	Monitoring, Evaluation, Accountability and Learning
CVE	Countering Violent Extremism	MERO	Middle East Regional Office
CWCC	Cambodia Women's Crisis Center	MFA	Ministry for Foreign Affairs (Finland)
CwD	Children with Disabilities	MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
DCA	Dan Church Aid	MoEYS	Ministry of Education, Youth and Sport (Cambodia)
DCCs	District Cadastral Committees	MolFAR	Ministry of Interior Federal Affairs and Reconciliation
DPRK	Democratic People's Republic of Korea	MoU	Memorandum of Understanding
DRR	Disaster Risk Reduction	MUHURI	Muslim for human rights
EAPPI	Ecumenical Accompaniment Programme on Palestine and Israel	MYACO	Myanmar Country Office
EAs	Ecumenical Accompaniers (Finland)	NCA	Norwegian Church Aid
ECCD	Early Childhood Care and Development	NDC	National Dialogue Conference
ECHO	European Commission Humanitarian Aid Department	NEPCO	Nepal Country Office
EIDHR	European Instrument for Democracy and Human Rights	NETW	Network for Religious and Traditional Peacemakers
EiE	Education in Emergencies	NGO	Non-Governmental Organization
EISA	Electoral Institute for Sustainable Democracy in Africa	NRF	National Reconciliation Framework (Somalia)
ELCF	Evangelical Lutheran Church of Finland	NRM	Natural Resource Management
EPRP	Emergency Preparedness Response Plan	NSSF	National Social Security Fund
EU	European Union	OCHA	Office for the Coordination of Humanitarian Affairs (UN)
EUAV	EU Aid Volunteers	ODA	Official Development Assistance
EUAV	European Union Aid Volunteers	OECD	Organisation for Economic Co-operation and Development
FAO	Food and Agriculture Organization of the United Nations	P/CVE	Preventing and Countering Violent Extremism
FCA	Finn Church Aid	PANEL	Participation, Accountability, Non-discrimination and Equality, Empowerment, Legality
FAA	Finn Church Aid Americas	PME	Planning, Monitoring and Evaluation
		PMER	Planning, Monitoring, Evaluation and Reporting
		PSS	Psychosocial support
		PTA	Parent-Teacher Association
		PwD	People with Disabilities
		QMS	Quality Management System
		R2L	Right to Livelihood

R2P	Right to Peace	UNESCO	United Nations Educational, Scientific and Cultural Organisation
R2QE	Right to Quality Education		
RBA	Rights Based Approach	UNGA	United Nations General Assembly
RRRC	Refugee, Relief, and Repatriation Commissioner	UNHCR	United Nations High Commissioner for Refugees
RRT	Rapid Response Team		
SC	School Counsellor	UNICEF	United Nations Children's Fund
SDGs	Sustainable Development Goals	UNOPS	United Nations Office for Project Services
SDP	School Development Plan	UNU-WIDER	United Nations University World Institute for Development Economics Research
SIP	School Improvement Plan		
SME	Small and Medium Sized Enterprise	UPR	Universal Periodic Review
SOCO	Somalia Country Office	USAID	United States Agency for International Development
SOP	Standard Operating Procedures		
SQUIPS	Small Quick Impact Projects	USIP	United States Institute of Peace
SRA	Security Risk Assessments	VDC	Village Development Committees
SSCC	South Sudan Council of Churches	VIKES	Foundation for Media and Development (Finland)
SSF	Somalia Stability Fund		
SSUCO	South Sudan Country Office	VOD	Vocational Orientation Department
SWS	South West State	VSLA	Village Savings and Loan Association
TA	Technical Assistance	WAC	Women's Agricultural Cooperatives
TFIMs	Traditional and faith-oriented mediators	WASH	Water, Sanitation and Hygiene
TICC	Teachers in Conflict Settings Trainings	WB	Women's Bank
TLS	Temporary Learning Space	WCC	World Council of Churches
ToT	Training of Trainers	WEC	Women Empowerment Committees
TVET	Technical Vocational Education and Training	WFP	World Food Programme
TwB	Teachers without Borders	WGSS	Women and Girls Safe Spaces
UGACO	Uganda Country Office	WHS	World Humanitarian Summit
UMYDF	Uganda Muslim Youth Development Forum	WPS	Women Peace and Security (United Nations Security Council Resolution 1325)
UN HR	United Nations Human Rights (mechanisms)		
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women	YLE	National Broadcasting Company (Finland)
		YPS	Youth, Peace and Security (United Nations Security Council Resolution 2250)
UN	United Nations		
UNDP	United Nations Development Programme		

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