

Felm 1859



With support from
Finland's development
cooperation

Felm Development Cooperation Progress Report 2022



Contents

Summary 1

1. Changes in the operating environment 3

- 1.1. Global trends in 2022 3
- 1.2. Operating environment in Felm's partner countries 4

2. Coordination and collaboration 7

3. Implementation Strategies 8

- 3.1 Launching of the programme 8
- 3.2 Development projects 9
- 3.3 Humanitarian work 11
- 3.4 Advisory support in the regions 13
- 3.5 Advocacy work 14
- 3.6 Development communication and global education 15
- 3.7 Innovation 17

4. Resources of the programme 18

- 4.1 Domestic staff 18
- 4.2 Financial report 19

5. Beneficiaries 20

6. Progress towards the expected results 22

- 6.1 Theory of change 22
- 6.2 Outcome area 1: Resilient Communities 25
- 6.3 Outcome area 2: Inclusive, Quality Education 29
- 6.4 Outcome area 3: Rights of Persons with Disabilities 33
- 6.5 Unintended Positive Changes and Results 35
- 6.6 The Triple Nexus Approach at Felm 36
- 6.7 Cross-cutting Objectives and Mainstreaming 37

7. Sustainability and capacity development 41

- 7.1 Developing Felm's capacity 41
- 7.2 Capacity development and strengthening of partner CSOs and churches 41
- 7.3 Sustainability of the projects 42

8. Risk management 43

- 8.1 Risk management development in 2022 43
- 8.2 Risk levels, risk materialisation and response 44

9. Monitoring, evaluation, and learning processes 45

- 9.1 Implementing and developing the M&E processes 45
- 9.2 Learning within the programme and programme management 48

Appendices 50

Summary

The Ministry for Foreign Affairs allocated a total of EUR 24.5 million in funding for Felm's new development cooperation programme, of which EUR 6.2 million in 2022. The new programme is a more streamlined package than before: there are 9 countries of operation (previously 12), 23 partners, including churches and NGOs (previously 32), and 32 development projects (previously 45). The long-term objective of the programme is to improve the resilience and inclusion of marginalised groups, including women and girls, in the programme target areas. The programme focuses on three result areas: (1) Strengthened resilience of vulnerable communities to climate change and other disaster threats; (2) Improved access to inclusive and quality education for children and young people, especially those belonging to marginalised groups; and (3) Strengthened inclusion of the rights of persons with disabilities in government policies and practices, with the active involvement of persons with disabilities and their organisations. The four cross-cutting objectives of the programme are inclusion of persons with disabilities, gender equality, climate resilience and low carbon development. The programme emphasises joint learning with partners and the sharing of good practices and lessons learned for wider use among partners and in the advocacy, global education, and development communication work.

The new development cooperation programme was launched in early 2022 and full project agreements with partners were signed after approval from the Ministry for Foreign Affairs of the revised development cooperation programme. The inception phase with baseline surveys coincided with the closure and meta-evaluation of the previous programme period, and the results of the latter were reported in the previous programme report. This report focuses on the new programming period and, in the first year, especially on the presentation of output-level results, showing how inputs have turned into outputs. The report also explains how the changes in operating environment have affected the work, how the first year was launched, how the team was set up, and what kind of innovative learning events were organised between partners to enable sustainability and capacity development.

The programme started in a context of uncertainty, as the war in Ukraine and the associated food price inflation worsened the food insecurity in partner countries. Coupled with already difficult development challenges, economic uncertainty, climate change and the effects of the COVID-19 pandemic in the countries of operation, the year was difficult for many of the partner organisations. Despite all this, results were achieved in all three result areas.

During the first year, the programme reached 119,000 direct beneficiaries, representing 26% of the expected total during the four-year programme period. Among these, almost 110,000 were rights-holders, 54% being women and girls, and 9,160 were duty-bearers, 37% of whom were women and girls. Almost 7% of all direct beneficiaries reached were persons with disabilities. Indirect beneficiaries amounted to over one million. As planned, the beneficiaries were notably composed of marginalised groups, such as women, girls, persons with disabilities, ethnic minorities, and youth, as well as societal actors.

In combatting climate change, the targeted communities increased their capacity to implement and sustain inclusive climate adaptation and mitigation measures. More than 6,500 persons were trained in disaster risk reduction and 1,700 households are now benefiting from climate change adaptation methods and/or technologies. Also, the programme enhanced capacities for diversifying livelihoods, particularly for women and persons with disabilities. More than 5,400 smallholders benefited from measures to increase sustainable agricultural production and access to markets. Nearly 4,300 persons were reached with measures to diversify income sources beyond staple crops and 4,000 persons engaged in micro, small and medium-sized enterprises, or cooperatives.

In the realm of inclusive education, the programme strengthened the capacity of schools and communities to provide multilingual and mother tongue education. More than 500 teachers or teacher education students were trained in multilingual or mother tongue education, and more than 1,400 community leaders and government authorities actively promoted it. The effort was complemented by culturally relevant and context-specific learning materials developed during the year. The capacity of schools and communities to offer an inclusive, safe, and protective learning environment also increased as almost 2,000 teachers and teacher education student were trained in the topic. Access to vocational and life skills training improved with 750 students enrolled in non-formal education.

Lastly, steps were taken to promote the rights of persons with disabilities as over 600 Civil society organisation (CSO) or Organisation of Persons with Disabilities (OPD) staff and volunteers built their capacity on promoting and advocating for rights of persons with disabilities. Awareness-raising activities engaged persons with disabilities and their families. Government authorities and decision-makers actively participated in sensitisation sessions on the Convention on the Rights of Persons with Disabilities implementation.

In 2022, a definition paper on the triple nexus approach was completed at Felm. This strengthens the interlinkages between result areas and different forms of work. Humanitarian aid in the form of emergency food aid and supplementary nutrition was provided in Zimbabwe, Tanzania, and Mauritania. In Ethiopia, the livelihood of internally displaced persons was strengthened. Results were achieved in cross-cutting objectives as all partners received quality training on disability inclusion, climate resilience and low-emission development, focusing on the three-level model as well as on targeted actions and mainstreaming. Furthermore, the Washington Group data collection tools were successfully piloted to improve disability inclusive data collection and programming. Important steps were taken in Burundi, where instructors of census enumerators received training on how to use Washington Group methodology. This would indicate the census data to be disability inclusive.

The portion of project funds allocated to least developed countries was 82.2%. The total expenditure in 2022 was 6,562,998 euros, the share of MFA programme support being 5,672,604 euros. Regional advisory support accounted for approximately 11.3% and administrative expenses for 10% of the total expenditure.

1. Changes in the operating environment

1.1 Global trends in 2022

The Felm Development Cooperation programme is implemented in nine countries on three continents. The programme countries are Cambodia, Colombia, Ethiopia, Mauritania, Myanmar, Nepal, Senegal, Tanzania, and Zimbabwe. The programme period begins in a context of uncertainty, as the international order is shifting in its structures and ways of working. Russia's war of aggression in Ukraine is the most visible landmark of a new world order. There is no return to what was perceived as the old normal, but the future is not predetermined. In its overall strategy, Felm wishes to influence the trends of the future.

The development challenges, economic uncertainty and social unrest caused by the COVID-19 pandemic have left their mark on societies in both the North and the South. A global food price inflation has exacerbated the food insecurity in our partner countries, and the number of chronically hungry people is increasing worldwide. Since the end of last year, Felm has received ever more messages from its working areas about the worsening food security situation. The war in Ukraine and the associated rise in food prices has been one factor exacerbating a situation that was already difficult due to the effects of climate change, conflicts, and the COVID-19 pandemic. There has been a surge in emergency and a protracted need for assistance.

The climate crisis and biodiversity loss are driving many of the development megatrends. Changes in local climatic conditions and lingering conflicts increase poverty, inequality, and migration. The crises are multilayered and simultaneous. The number of refugees is higher than at any time since the Second World War, and it is expected to continue rising. Many Felm's partner countries suffer from the consequences of escalating hostilities and increased tensions.

Changes in climatic conditions have the greatest impact on women's lives: women are poorer than men, less educated and often dependent on small-scale farming prone to shifting weather patterns. As the poverty persists, birth rates remain high. Felm's partner countries are characterized by a high proportion of children and young people in their population. Education and the labour market are not adequate for these large age groups, who then resolve to move to big cities. Young people search for a sense of belonging, purpose and identity and may be more vulnerable to radicalisation. Vulnerable groups, such as persons with disabilities, are often excluded from economic development, and their rights are not realised.

Nevertheless, women and youth are emerging as agents of transformation across the world. Never have so many young people and women been involved in change movements worldwide. They are taking to the streets and using virtual networks and communities to connect, speak out and campaign for change. They protest authoritarian regimes, corruption, and inequality.

Many governments are increasingly tempted to resort to authoritarian forms of governance and come up with a variety of reasons for restricting democratic freedoms and human rights. Felm's advocacy work is targeted to support a reverse in the restrictive tendency and to support the political stability.

Simultaneously, the role of local actors and the redistribution of power are emphasised, as the debate on the unequal distribution of power in the international aid system becomes mainstream. Local actors call for a change in the way in which the power and resources of the aid system are still largely controlled by actors in the global North. The international commitments to redress the power imbalance and control mechanisms have not translated into practice.

Digitalisation has taken a giant leap in recent years. An increasing number of Felm's partners and community members have a smartphone, allowing them to connect directly with the rest of the world.

This offers unprecedented opportunities for interaction and learning. On the other hand, this development has created bubbles of growing antagonism - as the poorest still have no access or a weak access to the opportunities of the digital world. Social media platforms are also effective in spreading both awareness and disinformation, leading to increased importance of media literacy and trustworthy sources of communication.

1.2 Operating environment in Felm's partner countries

South-East Asia

In **Cambodia**, restrictions on the freedom of expression are reflected in the work of NGOs. Working to advocate for change in the implementation of human rights is challenging, as any public statements criticising the policies or their implementation by the government in issues related to the rights of the ethnic or other minorities or even corruption in the public sector can lead to negative action from the authorities, even to detention. Beneficiaries' rights are not significantly restricted, although the state does not contribute to strengthening them. Currently, it is difficult to assess in which direction the freedom of action of NGOs is developing. There are threats in the air, but whether they will materialise is entirely uncertain.

The year in **Myanmar** was characterised by violence, displacement, and uncertainty. The country was first paralysed by the COVID-19 pandemic from 2020 onwards, followed by the military coup that took place on February 1st, 2021. During the reporting period, violence spread widely within the country and regular air and ground strikes were commonplace across the country. There are an estimated 1.6 million internally displaced persons in the country. The war hits children and young people in particular. 25.5% of Myanmar's population is under the age of 14. It is estimated that over eight million school-age children have lost more than two years of schooling because of the COVID-19 pandemic and later the actions due to the worsening situation.

Teachers from ethnic minorities in Myanmar remind Felm staff that their grandparents never went to school and now the same thing is happening to their children. Still, they want to keep hope alive and organise education for internally displaced children in places where it still is possible, from churches to bamboo shelters. Supporting these temporary schools has played a significant role in Felm's work in 2022. Unfortunately, mines have been found in the vicinity of many schools and teaching has had to be adapted amid fighting. Treating children's trauma is and will continue to be a big challenge, and resources are scarce.

The need for humanitarian assistance is enormous, but international organisations face challenges in delivering aid. Felm's partner churches have provided assistance in their communities.

The situation of civil society is fragile, and organisations face challenges in getting registered, while some churches have recently succeeded in formalising their activities. Transfer of funds, for example, is a challenge. Originally planned cooperation with the sector ministries is limited in the intended extent. Telephone and internet connections are sporadic, and continuous power outages also make communication difficult both within the country and outside of the country. Many organisations operate in a way in two different realities, i.e., in the areas controlled by the military government and in the area where anti-coup forces are in power. The operational environment is very demanding and even potentially dangerous for the organisations and for their local staff. Despite this, the organisations have been able to operate, and they are still innovatively looking for opportunities to support their own target groups.

Nepal returned to almost normal after the COVID-19 pandemic during 2022. The country's economy improved as people were free to go to work again. The children returned to school after a long break. However, as the country was preparing for municipal elections held in spring 2022 and parliament and provincial elections in November 2022, the authorities increased the pressure towards civil society organisations.

The situation of civil society in Nepal is challenging, with limited space for both Felm and its partners to operate. The approval of Felm's General Agreement with the state took almost a year longer than expected, which delayed the start of project work funded by the Ministry for Foreign Affairs. These delays are frequent in Nepal.

The rainy season 2022 lasted one month more than expected. This affected inland travel and project monitoring and implementation. In addition, heavy rains in October ruined some parts of the rice harvest, which negatively affected food security. During the rainy season, there was a severe dengue fever epidemic in the country affecting project implementation. Due to global warming, dengue fever has moved increasingly to the upper mountain regions.

Eastern and Southern Africa

2022 was a significant year in **Ethiopian** politics. The conflict between the TPLF¹ and state forces, mainly in northern Ethiopia, turned out to be a victory for the latter. The TPLF withdrew, but the fighting continued. As a result of negotiations facilitated by the African Union, the parties signed a peace agreement in November. The peace agreement has held so far, and consequently essential infrastructure was restored in Tigray: internet, electricity, and banking connections.

The conflict left behind a humanitarian disaster. Concern was caused by violence across Oromia state as an expression of OLA² discontent, with many civilian deaths. This is thought to have been the result of frustration among Oromo youth at the failure of the government to deliver on its promises. The conflicts in Ethiopia have demonstrated in a concrete way the added value of working with a church partner. When international organisations are forced to withdraw from conflict zones, the church often remains the only civil society actor. Felm was again able to channel relief to food crisis through a partner organisation through reallocated funds.

Tanzania has remained politically stable in 2022. The economy has resumed its growth, supported by the recovery of the tourism. Under the current president, moderate changes have continued and the Evangelical Lutheran Church in Tanzania, among others, has regained its status. The Media, the freedom of expression and human rights speech remain restricted, although there has been slight liberalisation. Tanzania has been affected in two consecutive years by the worst drought since the 1970's, affecting particularly the northern and central parts of Tanzania. The drought has resulted in to reduced crop yields, increased pests and locusts, reduced water availability and starving of livestock. This has led to a peaking food crisis. Currently, a sizeable proportion of the population in Tanzania is experiencing varying degrees of food insecurity.

The freedom of the civil society in **Zimbabwe** has been further restricted in the run-up to the forthcoming presidential elections. Political intimidation and violence against the opposition has increased. The confrontation between the West (in particular the US) and the Zimbabwean government has escalated as new sanctions against the country have been imposed despite repeated calls and statements

1 Tigrayan People's Liberation Front TPLF

2 Oromo Liberation Army OLA

for self-determination by the Zimbabwean government. The effects of climate change have intensified. The drought at the beginning of the rainy season has led to poor harvests and food insecurity in parts of the country. On the other hand, heavy rains during the rainy season have led to flooding and destruction after the initial drought. The worsening situation is due, among other things, to ongoing macroeconomic challenges and high food prices. Inflation is the highest in the world. The situation is exacerbated by the fact that many basic commodities are sold in dollars, while wages are often paid in local currency (ZWL). The exchange rate fluctuates daily, and the value of the local currency is constantly falling.

West Africa

The COVID-19 pandemic continued to hit **Mauritania's** economy, where 65% of the population still lives on agriculture. The situation is also particularly vulnerable because agriculture has been heavily affected by drought for several years. Mauritania is in the Sahel region, which is one of the regions most affected by climate change. Here, farmers and pastoralists have been accustomed to droughts for centuries, but climate change has made extreme weather events more challenging.

Russia's war in Ukraine pushed food prices to record highs, and combined with drought-related problems, Mauritania declared a food crisis in April 2022. Rising prices have put staple foods out of reach for thousands of poor people. The World Food Programme estimates that half a million people are at the mercy of particularly deteriorating food security.

Political tensions continued between the country's various ethnic groups, especially between the different social groups of the Moorish culture. The so-called White Moors are a Berber minority withholding most positions in state administration and politics. The Haratins, or so-called Black Moors, are people of colour and former slaves with very limited entry into decision-making positions. The international community is increasingly pressuring Mauritania to enforce its anti-slavery law from 1981, and the Global Slavery Index estimates that at least 90,000 people still live in Mauritania as slaves or in slavery-like conditions.

The risk of radicalisation and terrorism is evident in Mauritania, as several armed terrorist groups operate in the Sahel region radicalising and recruiting mostly young unemployed men. Mauritania is one of the few countries in the region to have brought radical jihadist attacks under control over the last ten years. The last attack was in 2011, but the risk of terror attacks is particularly high in the border zone with Mali where one of Felm's partners operates.

In **Senegal**, according to Human Rights Watch, human rights are still poorly implemented including a pointedly high position in the corruption statistics. In Senegal, 80% of children on average start primary school, but less than half of the children continue to secondary school. Few girls complete post-primary education due to early marriages, teenage pregnancies, or sexual abuse in schools. Girls are also needed for housework and their schooling is not considered important. Boys, on the other hand, are needed to herd cattle or sent to religious Qur'anic schools, where they are often forced to beg in the streets. An estimated 100,000 children lived as victims of various forms of abuse in 2022. Forced marriages, especially in rural areas, remain a major problem. A person under the age of 16 cannot legally marry, but exceptions can be made very easily. Especially in southeast Senegal, the sale of girls as sex slaves continued to be a particular problem. Infanticide is still relatively common when the child was either living with a disability or out of wedlock. Disabilities are still largely seen in rural Senegal as the result from breaking taboos. There is a need to spread information on the health causes of disability, the rights of persons with disabilities and their ability to function in society.

In Senegal, food security is a constant concern. Most families depend on traditional agriculture, which will be hit hard by the effects of climate change, including reduced rainfall, and rising average temperatures. Desertification reduced agricultural and pastureland, and problems with access to irrigation and drinking water are reflected in reduced food security. In addition, Senegal imports almost 70% of its food needs – mainly rice, wheat and maize. This dependence on global markets exposes households to price fluctuations and increases vulnerability. For example, the war in Ukraine was immediately reflected in the food security situation, and the Senegalese president travelled to Russia to negotiate the import of basic necessities.

Latin America

Fighting between **Colombian** armed groups escalated since the expiry of the ceasefire agreement agreed in early 2022, leading to an explosion of violence in communities. However, the presidential elections in June brought a notable change to the country's political landscape with the election of Gustavo Petro, a former guerrilla leader and the first ever left-wing president in the conservative country. As a result, the stalled peace process has come under renewed expectations. Among other steps, the negotiations with the ELN³ have resumed. Positive political prospects on the peace process are also reflected in Felm's project areas and in our projects with Iglesia Evangélica Luterana de Colombia (IELCO) and the Lutheran World Federation (LWF).

The presence of illegal armed groups in the territories induced changes in the partners' planning. Although there is no direct threat to the project, some activities were postponed, and alternatives were sought to give continuity to the activities. These included transferring key persons and activities to other locations; and involving new stakeholders such as the diplomatic corps.

The humanitarian consequences of guerrilla violence become alarming with a new international high of 8 million internally displaced persons (IDPs). According to official statistics, in the first half of 2022, around 41,000 people were displaced. Colombia has also received around 2.5 million refugees and migrants from Venezuela.

The International Red Cross recorded a 43% increase in the number of victims of explosive remnants of war compared to 2021, and the number of murders of human rights defenders, community and indigenous leaders is on the rise. Colombia accounts for around 50% of cases of politically motivated murders worldwide.

2. Coordination and collaboration

Felm actively participated in peer-learning and information sharing on best practices and challenges in programme related design, monitoring, evaluation and learning issues via the Finnish development cooperation NGOs' **Working Group on Quality and Impact** (Laatu ja Vaikuttavuus -työryhmä). In the autumn 2022, Felm shared its pioneering work in defining the Triple Nexus approach and in remote monitoring and evaluation, initiated during the COVID-19 pandemic (Kobo-tool). As a member of the working group, Felm also gave comments on the draft of the MFA's updated Results-Based

3 Ejército de Liberación Nacional - National Liberation Army ELN

Management guidelines. Felm actively participates in the **Forum of programme support organisations** (ohjelmatuskijärjestöjen foorumi), hosted by Fingo together with the MFA.

Felm staff actively participated in the peer learning opportunities organised by Fingo, The International Council of Voluntary Agencies (ICVA), Sphere, ACT Alliance, the Core Humanitarian Standard Alliance, and other relevant partner organisations. Felm Development Cooperation staff received support via visits from international partners, including the advocacy and human rights' staff of the Lutheran World Federation.

Felm continued **developing its funding basis through other funding sources**. The implementation of the EU-EIDHR instrument funded project continued in Nepal, where the first Yearbook based on data and evidence collected through ESCR Mobile App survey on 2,500 freed bonded labourers' households was published on economic, social, and cultural rights (ESCR). MFA provided 5% of the eligible costs of the project budget. Felm further assisted the local partners to secure additional funding from EU in contribution to the efforts to end child marriage.

Together with a Finnish company We Encourage Oy, and the Evangelical Lutheran Church in Tanzania (ELCT), C-Sema and KIWOHEDE, Felm continued to jointly implement a 10-month project on a Swahili version of AI-based AINO chatbot, to be integrated to the National Child Helpline website. The AINO chatbot is an additional service for young people who have experienced violence, and it directs gender-based violence survivors to the services and helps them to identify different forms of violence. The project was funded by the Swiss Embassy. In Tanzania, Felm also cooperated with Fingo and co-organised the Tanzanian Innovation Week in May 2022. Cooperation with the Tanzanian Meteorological Authority (TMA) and the Tumaini University in the FINKERAT-project to integrate a weather station in the national weather forecast system highlighted the importance of the last mile aspect of the weather value chain, i.e., reaching out to the communities, and particularly to marginalised communities. Felm has taken action to develop a wider cooperation between Felm and the FMI in community outreach.

In September 2022 Felm presented its work in two sessions in the Global Consultation of National Child Helplines in Stockholm. Subsequently, Felm committed to mainstream its intersectional and rights-based work for the rights of children and youth from sexual and ethnic minorities and children with disabilities through a new collaboration with National Child Helplines, based on the quality standards and new technologies of Child Helplines International.

3. Implementation Strategies

3.1 Launching of the programme

The new development cooperation programme was kick-started during the first quarter when the whole programme, together with its 32 projects, was adjusted to the amount of funding allocated by the MFA. The project budgets, plans and results frameworks were revised, and baseline data was collected and analysed by Felm's partner organisations, with support from Felm thematic advisors and external resources. In conjunction with the baseline data collection, Felm piloted the use of digital data collection tools in Ethiopia, with the aim of supporting all 23 partners to adopt digital data collection tools by the end of the programming period. The programme's baseline and target values were defined based on data collected and analysed by partners.

To enable the project baseline process, inception phase agreements were signed between Felm and partner organisations. This allowed the disbursement of funds prior to signing the actual project agreements, which was only done once Felm had received its funding commitment, and Felm and the partner organisations had agreed on the final, adjusted project plan. The annual programme review of the programme found that this had been a successful strategy, ensuring smooth transition between two programme periods and faster launching of the projects. As most projects continued from the previous programme period onto a new project phase with a new focus, it was also estimated that the availability of funding in the beginning of the year allowed many partner organisations to retain their staff and core functions in the transitional period. Therefore, the inception agreements and financing form a good practice in terms of enhancing local agency and supporting civil society actors' sustainability in the operating countries.

The programme's management structures and human resources were set up. Staff were recruited for various programme management, coordination, and advisory positions in Helsinki and in the operating regions. Support groups for programme managers in charge of MFA-funded projects were launched to support project management in different time zones and enhance programme coordination between Helsinki and the regions. Newly recruited staff's orientation was supported by the support groups, and it also allowed continuous learning and sharing of tools and good practices in project management and monitoring. Working tools were also finalised, including in particular the Felm Project manual and new exit plan formats. Initial exit plans were drafted by the partners to ensure the sustainability of interventions.

During the second half of the year, the capacity development plan in support of programme implementation began with trainings related to cross-cutting themes and programme outcome areas. Capacity development in climate resilience and disaster risk reduction and the rights of persons with disability was delivered to all partner organisations. Capacity development in gender mainstreaming was the last to be launched due to lack of key staff. Once the recruitment of the gender advisor was completed, the mainstreaming could take place, and the gender training was piloted in Nepal towards the end of the year. Felm staff capacity was built in results-based management and gender equality.

3.2 Development projects

The main implementation strategy of the programme consisted of project work, which made up 73% of the programme's annual expenditure in 2022. Felm partnered with mainly local civil society organisations and churches in the nine operating countries, but also with international NGOs, such as the Lutheran World Federation, to implement 32 development projects. The partners had ownership of the projects and were in charge of project implementation. The strengths of the project work included the strong use of local knowledge, ensuring a culturally sensitive and efficient approach and efficiency. This also allowed Felm to support the development of local capacities through the programme. One partnership ended in Zimbabwe, which meant that the project (ZW703, Jairos Jiri Association) was not implemented as planned. During 2022, reallocations were made to 7 projects and one additional consortium project was supported in Ethiopia.

Table 1. Felm programme contribution to SDGs and Finnish development cooperation priority areas

| Development targets | Outcome areas | Implementation strategies in the projects | Primary target groups |
|---|--|---|---|
| SDG1, SDG2, SDG13, Finnish Dev. Pol. Priority 4 | Outcome 1. Resilience to climate change and disasters strengthened in vulnerable communities | | |
| | Output 1.1: Capacities in inclusive DRM improved. | <ul style="list-style-type: none"> • Training of local duty-bearers on inclusive DRM and climate change adaptation & mitigation (CCA&M); • Community awareness-raising; • Support to disaster and CC risk mapping & monitoring, and DRM including DRR planning and implementation. | Duty-bearers, Rights-holders |
| | Output 1.2: Capacities in inclusive climate adaptation & mitigation improved. | <ul style="list-style-type: none"> • Mobilising and training communities on CCA&M methods/technologies; • Support to implementation of CCA&M measures. | Duty-bearers, Rights-holders |
| | Output 1.3: Capacities of communities, esp. women & PWDs to diversify livelihood improved. | <ul style="list-style-type: none"> • Training for marginalised groups (esp. women and PWDs) for diversifying a) agricultural production and b) income from other sources; • Support to business development. | Rights-holders |
| SDG4, Finnish Dev. Pol. Priority 3 | Outcome 2. Access to inclusive quality education improved especially among children and youth from marginalised groups | | |
| | Output 2.1: Capacities to provide multilingual & mother tongue (MLMT) education improved. | <ul style="list-style-type: none"> • MLMT learning material & curriculum development; • Good quality teacher training; • Engaging school management; • Community leaders & gvt authorities to support MLMT education; • Mobilising families and communities to support children's and youth's education. | Civil society, Businesses & customers, Rights-holders |
| | Output 2.2: Capacities of schools & communities to offer a inclusive, safe & protective learning environment improved. | <ul style="list-style-type: none"> • Good quality teacher training; • Engaging school management; • Community leaders & gvt authorities to promote inclusive education; • Mobilising families and communities to support education of marginalised groups; • Adapting school infrastructure and learning materials for students with disabilities. | Civil society, Businesses & customers, Rights-holders |
| | Output 2.3: Access to vocational & life skills training, esp. for women & PWDs improved. | <ul style="list-style-type: none"> • Formal or non-formal vocational training, esp. for women, PWDs and youth; • Non-formal literacy and numeracy classes, esp. for women. | Civil society, Rights-holders |
| SDG10, SDG16, Finnish Dev. Pol. Priorities 1&3 | Outcome 3. Rights of PWDs being integrated into government policies & practices with active involvement of PWDs and their organisations | | |
| | Output 3.1: Capacities of CSOs/OPDs to promote & advocate the rights of PWDs strengthened. | <ul style="list-style-type: none"> • Training of CSOs/OPDs on CRPD promotion; • Advocacy by CSOs/OPDs for rights of persons with disabilities - Nothing about us without us; • Developing approaches for self-identification of PWDs; • Service provision in fragile contexts. | Civil society |
| | Output 3.2: PWDs awareness & capacities to claim their human rights strengthened. | <ul style="list-style-type: none"> • Raising awareness of and empowering PWDs and their families on their rights; • Strengthening peer support; • Community awareness-raising on the rights of PWDs. | Right-holders |
| | Output 3.3: Duty-bearers actively involved in CRPD implementation. | <ul style="list-style-type: none"> • Awareness-raising and training for gvt officials and decision-makers on CRPD & its implementation; • Dialogue and inputs to development of policies and their enforcement. | Duty-bearers |

3.3 Humanitarian work

In 2022, Felm funded seven humanitarian projects from the Disaster Relief Fund and reallocated funding from the MFA programme support to four projects. A total of EUR 422,537 was channelled to humanitarian projects. Of this sum, EUR 323,976 came from Felm's own disaster relief fund. The remaining EUR 98,561 was reallocated from development cooperation funding by the Ministry for Foreign Affairs, which was channelled to humanitarian needs with its approval. Using MFA programme support funding, Felm was able to provide emergency support to approximately 3,000 direct beneficiaries. In 2022, Felm's humanitarian aid from different funding sources reached a total of approximately 25,000 direct beneficiaries.

In 2022, the food security situation deteriorated in several countries due to factors such as the COVID-19 pandemic, climate change and high inflation. Felm reallocated MFA programme support funds for emergency food aid and supplementary nutrition in Zimbabwe, Tanzania, and Mauritania. In Ethiopia, the livelihood of internally displaced persons was strengthened.

In February 2022, Russia launched a hostile military attack on Ukrainian territory. Felm supported the work of the Lutheran World Federation (LWF) in Ukraine and neighbouring countries with 169,000 euros from its Disaster Relief Fund, including Felm's short-term staff deployments to Ukraine and Poland. Ukraine became the largest single humanitarian aid project of 2022 and during the recent years at Felm. The work will continue in 2023 with specific focus on disability inclusion.

Felm supported the disaster preparedness of its own employees, partner churches and organisations, and communities to respond to the impacts of climate change. Together with Fida and World Vision, Felm published an opinion piece in Helsingin Sanomat regarding localisation in humanitarian aid in August 2022. In 2022, a definition paper on the triple nexus approach was completed at Felm. It defines how to better link humanitarian aid, development cooperation, diakonia and peace work. The process of writing Felm's humanitarian aid policy was started in autumn 2022.

Figure 1: Humanitarian work funding

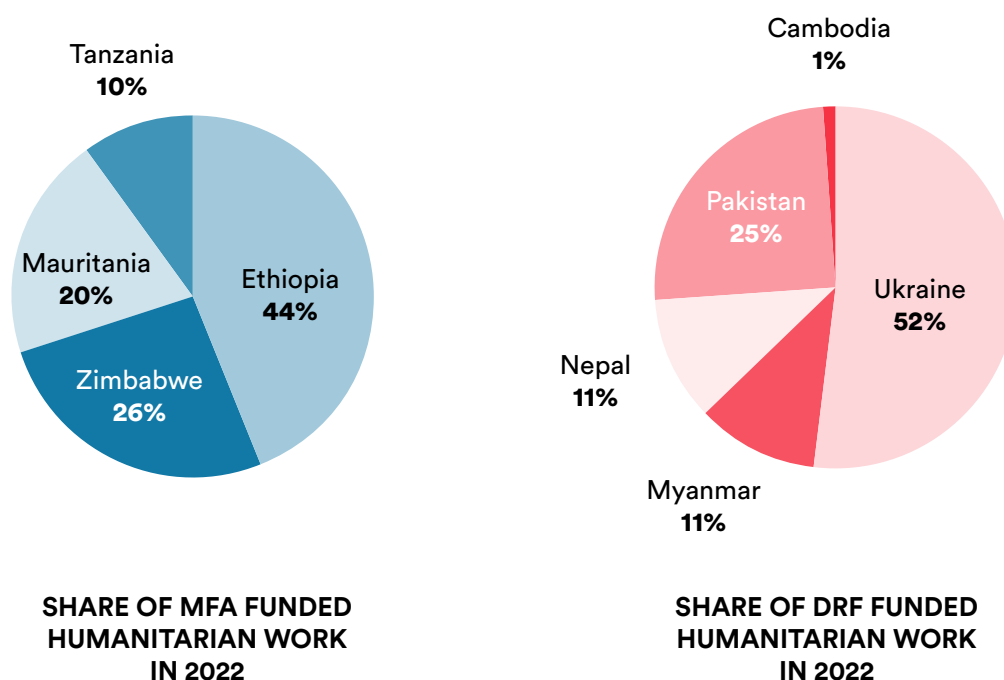


Table 2. Felm's humanitarian projects in 2022

| Country | Project | Content of support | Amount (EUR) |
|--|--|------------------------------------|--------------|
| Humanitarian work with MFA programme support funding | | | |
| Ethiopia | Livelihood support for internally displaced persons in the Gambella region, ET718 | food, livelihood | 45,070 |
| Zimbabwe | Food aid, ZW705 | food | 25,000 |
| Mauritania | Supplementary food and nutrition education for children and nursing mothers, MR702 | food, nutrition, knowledge sharing | 20,000 |
| Tanzania | Supplementary food for families, XX750 | food | 10,000 |
| TOTAL MFA funded | | | 100,070 |

| | | | |
|--|--|--|---------|
| Humanitarian work carried out with Felm Disaster Relief Fund (DRF) | | | |
| Ukraine | Emergency Aid, XX903 | food, material assistance, psychosocial support, training, deployments | 168,513 |
| Myanmar | Education in emergencies (IDPs), MM903 | education | 35,000 |
| Nepal | Flood relief, NP904 | livelihood, food security, hygiene, | 35,000 |
| Pakistan | Flood relief, PK903 | cash assistance, hygiene | 30,000 |
| Pakistan | Flood relief, PK904 | food, material assistance, hygiene | 25,663 |
| Pakistan | Support for Afghan refugees, PK902 | food, material assistance, hygiene, health, livelihood, | 25,000 |
| Cambodia | Flood relief, KH901 | food | 4,800 |
| TOTAL DRF funded | | | 323,976 |
| Total EUR of all humanitarian work | | | 424,046 |

3.4 Advisory support in the regions

Felm's thematic, administrative, and financial advisors played a key role in guiding and **providing support** in the launching, implementation and monitoring of the development cooperation projects in the regions. Through targeted **training activities**, Felm's advisors **created space for networking** between partners and **provided platforms for mutual learning and sharing of best practices**. Advisors also had a crucial role in continuous **risk assessment** and its communication to Felm's risk management processes.

In 2022, advisory support in the regions accounted for 11% of the total implementation of the programme. In part-time positions funded by the Ministry for Foreign Affairs, advisors kept time sheets based on which expenses were allocated according to the criteria of different funding sources. Table 3 portrays the advisors working in regions and their share of working time in 2022.

Table 3. Felm's advisory support in the regions during 2022.

| Location | Position | Share of work- ing time |
|-----------------------------|--|----------------------------|
| | | 2022 |
| Global | Advisor for climate resilience | 33% |
| | Advisor for disability inclusion | 58% |
| Regional | | |
| Latin America | Programme Manager | 30% |
| | Advisor for Communications | 18% |
| | Regional Director | 18% |
| West Africa | Programme Manager | 48% |
| | Advisor for Financial Administration and Good Governance | 42% |
| | Senior Programme Manager | 21% |
| Eastern and Southern Africa | Programme Manager | 87% |
| | Advisor for Financial Administration and Good Governance | 33% |
| | Advisor for Communications | 50% |
| | Senior programme manager | 19% |
| | Regional Director | 16% |
| South and Southeast Asia | Programme Manager | 111% |
| | Advisor for Livelihood and Food Security | 30% |
| | Advisor for MLE | 30% |
| | Advisor for communications | 17% |
| | Advisor for Financial Administration and Good Governance | 17% |
| Country specific | | |
| Ethiopia | Programme Manager | 21% |
| | Programme Manager | 50% |
| | Advisor for Inclusive Education | 92% |
| | Country Director | 28% |
| Tanzania | Programme Manager | 73% |
| | Advisor for Education | 67% |
| Nepal | Programme Manager | 73% |
| | Advisor for Communications | 92% |
| | Country Director | 40% |
| Myanmar | Programme Manager | 0% |
| Person years | | 12.2 |

3.5 Advocacy work

Felm worked in close cooperation with ACT Alliance in promoting joint approaches to the Global Goal on Adaptation, the Santiago Network on Loss and Damage, and the New Quantified Goal on Climate Finance. On the latter issues, official submissions were also provided to the United Nations Framework Convention on Climate Change (UNFCCC). Before and during the COP27, Felm engaged with key stakeholders from the Ministries of Environment, Finances, and Foreign Affairs to discuss and share ideas about how to carve out agenda solutions that might strengthen climate justice in cooperation with the actors of the Global South and the North. To that end, Felm was among the co-organisers of a press event with Fingo and Finnwatch that unfolded the geopolitical stakes of the financial arrangements for reporters. The event participants were high level political leaders and researchers, and it resulted in wider coverage of the negotiation ambitions of the Global South in Finnish media, with specific emphasis on finances and on loss and damage issues.

The influence of Felm in formulating Finnish positions in climate negotiations was enforced via expert analysis in Finnish journals such as *Politiikasta* and *The Ulkopolitist*. It was identified in 2022 that the geopolitical reading of climate policy was an interest of the public, and a research project was launched; the results are to be published in 2023.

Related to strengthening the human rights-based approaches to climate change policy, Felm cooperated with the University of Helsinki and published a peer-reviewed academic book about development and disability, with Felm emphasising inclusion in climate change adaptation. The publication event hosted inter alia the special rapporteur of disability of the UN and Finnish ambassadors on climate and disability issues. Furthermore, Felm was part of the coalition (along with Abilis Foundation and Fingo) organising a side event on the issue in COP27 in Egypt; among others, the head of the LDC fund participated in this. In Finland, the close relationship between climate vulnerability and disability was acknowledged in the reformulation of climate foreign policy.

Felm was the leading Finnish NGO in developing the governance practices of Finnish climate finances. For one thing, it played a key role in publication concerning climate finances by the Finnish Development Committee. Those insights were incorporated into the first Finnish strategy for climate finances published shortly after. Furthermore, Felm participated as the panellist in the publication event organised by the committee's event and was able to invite the Manager of Climate Justice from ACT Alliance to illustrate what is at stake in climate finances for developing countries. It can be considered as an achievement that the expected funding for climate finances rose to all time high and the share of adaptation funding as part of the entity was close to the recommended target.

Climate finances were also raised into the awareness of the parliamentarians and parties during the preparations for the elections of 2023. Felm was among the key organisations contributing to 'the agile advocacy group' coordinated by Fingo. Through that group, joint messages concerning climate and development finances in general were agreed upon to have consistent messaging during the campaign work. For instance, the publication concerning the missing pathway to 0.7% was well received not only by other NGOs but also by governmental officials and researchers. Among the key arguments developed by this group was that development cooperation should be strategically evaluated as a part of the Finnish foreign and security policy. That approach was adopted by almost all parties in their parliamentary election campaigns. Felm has personally met representatives from all political parties (excluding *Liike Nyt*) during 2022 and participated in the strategic coordination of parliamentary influence through the agile group.

The foundations for the most significant contributions to the parliamentary elections were laid in 2022 when Felm invited Finnish church actors together to hone joint approaches to defending the

importance of development cooperation. There, the Evangelical Lutheran Church in Finland, and other church-based and Christian actors incorporated insights concerning development and climate finance into their recommendations for the new government. This also inspired the idea to mobilise church authorities, specifically the bishops, to make public appearances for defending development finances. This advocacy work continued actively until the Parliamentary Elections, which were held later in spring 2023. Felm communications actively supported engagement with political parties, parliamentarians, and the media. Much of the advocacy work was coordinated with the platform of the development NGOs, Fingo.

In sum, the structural changes can be summed up:

1. International acknowledgement to establish a specific fund for loss and damage.
2. Finnish strategy for climate finances and record high resource mobilisation.
3. Change in political discourse to see development cooperation as part of Finnish foreign and security policy.

3.6 Development communication and global education

The thematic priorities of Felm's **development communication** were climate change adaptation and mitigation in developing countries, resilience, the rights of persons with disabilities and the importance of education (especially mother tongue and multilingual education).

The highlight of the year was cooperation with a social media and television influencer, physician Pippa Laukka. The cooperation raised awareness of the effects of the climate crisis in Nepal and how the climate crisis affects the food security and livelihoods of the most marginalised groups. Laukka visited Felm's projects in Nepal and produced communications materials for her own social media channels and Felm's channels together with Felm's communications specialists. Her trip to Nepal got a lot of media coverage, e.g., *Ilta-Sanomat*, *Keskipohjanmaa* and *Seiska*, and she was interviewed on the weekend morning show of the MTV3 television channel. In her social media posts and interviews she emphasised the expertise and important role of Felm's local partner, Group of Helping Hands (SAHAS), thus explaining the concept of local ownership to the Finnish public. The trip was planned to emphasise the role of the local communities as active actors in their own development. According to the social media feedback, the stories from the trip were eye-opening and highlighted, for example, the importance of awareness-raising and local engagement in climate resilience work, the increase in the Finnish audience's understanding of the problems caused by climate change in Nepal, and the privileged position of Finns compared to people in Nepal.

Through this cooperation, Felm was able to reach the audience of Laukka's social media followers on Facebook, Instagram, and LinkedIn, reaching around 60,000 people, which would be very difficult to reach only through Felm's own channels. Other media coverage of the project, such as *Ilta-Sanomat*, regularly reaches around 2.2 million⁴ readers daily, and MTV3's morning show's average viewer rate is around 200,000⁵. Videos and articles of Laukka's trip were published on Felm's channels (including web, social media and Felm's own printed magazine), reaching almost 400,000 people. Some of Felm's videos produced from the trip were also shown on the MTV3 morning show.

4 <https://www.is.fi/kotimaa/art-2000009088243.html>

5 <https://www.iltalehti.fi/tv-ja-leffat/a/38d2a98f-b108-4ab7-b0ee-b229ee808477>

A virtual reality game about Tanzania (Tansania 360) was produced together with the teaching technology company 3DBear. The game gives an experiential insight into the everyday life of a farmer family in Tanzania and informs about Tanzania and its development challenges and development cooperation solutions. The Finnish version of the game was played over 2,300 times and the Swedish version was played almost 400 times. Felm was the first Finnish NGO to produce this kind of browser-friendly VR game targeted to youth and suitable for all ages. Due to the technical browser-based solution, the game is available for a larger audience using net browsers and mobile phones, and a more sophisticated version is available for VR glasses.

During the year, video call meetings between Finnish people and local counterparts in the project areas were organised and produced to make user-friendly videos for social media. The purpose was to increase understanding of the realities and common challenges between developing countries and Finland. A call between a Finnish farmer and a Nepalese farmer informed about the effects of climate change in both countries, the situation of former land slaves in Nepal, and how Felm supports small-scale producers as part of development cooperation. A call between Kogi people in Colombia and Sami people in Finland focused on the importance of mother tongue-based education. A third call was between a disability advisor from Ethiopia and a Finnish expert from the Abilis Foundation. The video posts have so far reached over 263,000 people and increased knowledge about development cooperation and mutual challenges – and hopefully increased empathy for people on the other side of the world.

The results and effectiveness of development cooperation were discussed in the media and in parliament in November when the development cooperation results report was published. Felm participated in the discussion both on social media and on television by showing two short videos on MTV3. The videos raised awareness of climate change adaptation and the results of development cooperation. The television campaign reached 2.5 million people aged 35–64 years.

In addition to these specific communications projects, Felm regularly published articles, social media posts and videos about the development cooperation programme and its themes and results. The social media posts were boosted with an advertisement budget to reach bigger audiences. On average, Felm's Facebook posts reached about 14,700 people, and all of Felm's Facebook posts throughout the year reached over 1.25 million people.

To deepen the analysis of the impacts of development communication, Felm conducted a small-scale survey (774 participants) to better understand the attitudes towards development cooperation of the followers of Felm's communications. With this data it is easier to evaluate how Felm's communication activities succeed during the programme period. The results of the survey were positive, for instance, compared to the survey by Taloustutkimus for the MFA:

- 87% of the respondents regarded development cooperation as important when in the MFA survey it was 66%
- 73% of the respondents of Felm's survey believe that development cooperation is effective whereas only 29% of Taloustutkimus respondents thought so.
- 74% of the respondents thought that Felm's development communications are reliable whereas only 59% of the respondents of Taloustutkimus thought that the information from NGOs is reliable.

Although Felm's survey is not directly comparable to Taloustutkimus, it still strongly indicates that followers of Felm's communications are more positive towards development cooperation than the average respondent. This also proves that Felm's development communication has been at least somewhat effective and leads to positive attitudes towards development cooperation in general.

In 2022, the **global education** project progressed from design to implementation. During the previous programme period a phenomenological learning product was designed. During this programme period, this material will be scaled up to a full-scale learning portal and mobile game. The scope of the portal and the game is to build upon the Finnish official primary and junior high school curricula to provide learning tools for wider use in teaching and to address questions of sustainable cultural and ecological development.

More specifically, a learning portal is being developed to address the Agenda 2030 themes. Within this portal, a mobile game will train the students to make sustainable choices through age-appropriate and understandable exercises.

The game teaches the principles and operating models of sustainable development and making environmentally friendly consumption choices. The material is partly interactive; each student creates a character when they log in to the page that can be developed in an environmentally friendly and ethically sustainable direction. The site has a variety of exercises and a shop where the student can customise his/her own character and buy ecological acts of game agents or avatars. After completing assignments, the student is rewarded with chips that can be used to modify the character's appearance and purchase world-enhancing fictional agent acts in the store. The choices affect the player's individual virtual globe either by restoring or destroying it. The virtual earth reacts directly to the choices made by the user.

The partners in the project are a learning services company and a game development company. During the reporting year, a target group survey was carried out and students were involved in the planning. In April, Felm's global education project team participated in the Culture Path event of the City of Kotka and XAMK University of Applied Sciences, where all eighth graders in the City of Kotka were introduced to technological studies and game development. This opened the possibility to hold an idea workshop on a new global education game with 10 teachers and about 150 students.

Other activities included a challenge to classes and teachers on designing a good global education mobile game. Through this challenge, the team collected ideas based on the end-users' preferences that later inspired the mobile game design as appropriate. Based on these ideas from the students, the idea for a mobile game was developed, and the structure of the learning portal and some sample exercises around the game were designed. The focus was on the technical development of the mobile game during the autumn in cooperation with the game company, that is responsible for the technical production of the characters and environment of the mobile game.

3.7 Innovation

The innovative approach of the programme involves piloting and testing identified good practices in new times and places. The aim of the innovative approach is to strengthen partner-to-partner learning and to empower local actors to lead the development action within their respective communities.

During the reporting year, innovative actions involved solar energy applications in several projects and contexts, such as solar-powered egg incubators introduced in Zimbabwe to strengthen the poultry agribusiness; weather forecasting and early warning systems in Tanzania through institutional collaboration to support climate resilient farming and to improve the quality of environmental education; and innovative agricultural practices and distribution of adapted farming tools such as seed multiplication to increase farm productivity and self-reliance in Ethiopia. Also in Ethiopia, a software innovation fitted with an adapted device was piloted to guide persons with vision loss to visit institutions without dependency on a support person.

Innovations also support more cost-efficient ways of working. The use of KoboTools for project monitoring and of hybrid capacity development sessions involving both on-site and distance learning simultaneously make Felm's quality standards accessible to all partner organisations. These innovations also enhance Felm's learning from the partners, thus supporting the development of adaptive management.

4. Resources of the programme

4.1 Domestic staff

The programme staff is composed of both the domestic programme staff and the advisory support in the regions. This chapter focuses on the domestic staff. Initially the programme had a limited domestic staff assigned to its implementation, and in the start-up phase it was concluded that it would be important to increase the programme level human resources. Later, the Annual Programme Review concluded that this decision added to the capability and efficiency of the programme.

The domestic Development Cooperation Programme staff was composed of part-time staff (Programme Director for Diakonia and Development 50%; Advisor for PMEL 60%; Advisor for Communications: 40%, Advisor for Global Education: 10%, and 4 Thematic Advisors: 4 x 10%) and full-time staff (Programme Director for Development Co-operation, Finance Manager, Administrative Coordinator, Senior Programme Advisor and Programme Coordinator). The latter two were new positions added to the programme during the second quarter of 2022. The salary of the Advisor for Humanitarian Relief was entirely covered by Felm. The position supported the implementation of the broader goals of the Programme.

The domestic staff worked in the Diakonia and Development Thematic Team with an overall role to **advise and support** the development programme of Felm globally, including humanitarian relief, and were led by the Programme Director for Diakonia and Development. The global thematic advisory staff within the regions (presented in Chapter 3.3), reported to the respective Regional Directors, but also engaged in the work of the Diakonia and Development Team. This facilitated coordination and shared direction. Additionally, within the Helsinki office, the Communications Team and the Parish Relations and Fundraising Department engaged through communications and global education staff. The Finance Coordinator was placed to the Felm Finance and Administration Department.

The overall goals for staff development during the year included familiarising the advisors with the work within the Programme and strengthening their capacity and their role in supporting partners' project management and thematic expertise. Consequently, the staff capacity development was aimed to strengthen the ways and means to engage the advisors in providing quality support in project implementation and management to the partner organisations.

Several staff members were new to the programme and to Felm, and hence much of the first and second quarter included orientation to the organisation and the programme. The routine Felm **onboarding** was complimented by thematic onboarding programme emphasising relevant thematic and contextual issues. The **regular meetings** of the Thematic Team, retreats, and training activities as well as coordination within the Development Co-operation programme domestic staff; as well as bi-weekly regional advisory meetings supported the internal capacity development which enabled further the partner support. Additionally, the various training activities and gatherings of the international work supported the engagement of the Programme staff.

While the administrative support of the domestic staff to the programme countries and regions remained constant during 2022, the advisory support to the projects within the programme mirrored the annual cycle. The advisors engaged with the projects and their staff throughout the programme enabling quality support, including introducing international norms and standards, methods and good practices and facilitating learning and peer exchange. The programme level staff also facilitated the recruitment and orientation of the advisory and other programme management staff in the regions.

For internal development the Felm staff engaged in several peer learning facilities; thematic Communities of Practice (CoP) which allowed them to peer learn and develop further their thematic capabilities. Similar peer learning environments were facilitated by the ACT Alliance, Felm's international network which was able to add to the technical and advocacy know how of the Felm staff and add to the collaboration between the Felm staff and other peer agencies internationally.

4.2 Financial report

Co-financing by the Ministry of Foreign Affairs of the Development Cooperation Programme

The grand total of Felm's development cooperation operations for 2022 amounted to 6,562,998 euros. The total share of MFA programme support employed during the reporting year was 5,672,604 euros, including grant funds carried over from 2021. The funds were allocated according to the annual plan. The projects have valid project agreements and addendums, which contain agreements regarding the use of amended budgets.

Administration costs amounted to 10% of the total of development cooperation programme costs and covered costs directly arising from the administration of Felm's development cooperation funds by various departments of the organisation. In addition to the International Department, the Department for Parish Relations and Fundraising, Finance and Administration Department, Communications Department, as well as the office of the Managing Director and the board of directors and organisational administration were allocated their own share. The total of development communications and advocacy, and global education costs amounted to 149,712 euros (approx. 2.3%).

Development cooperation programme self-financing share

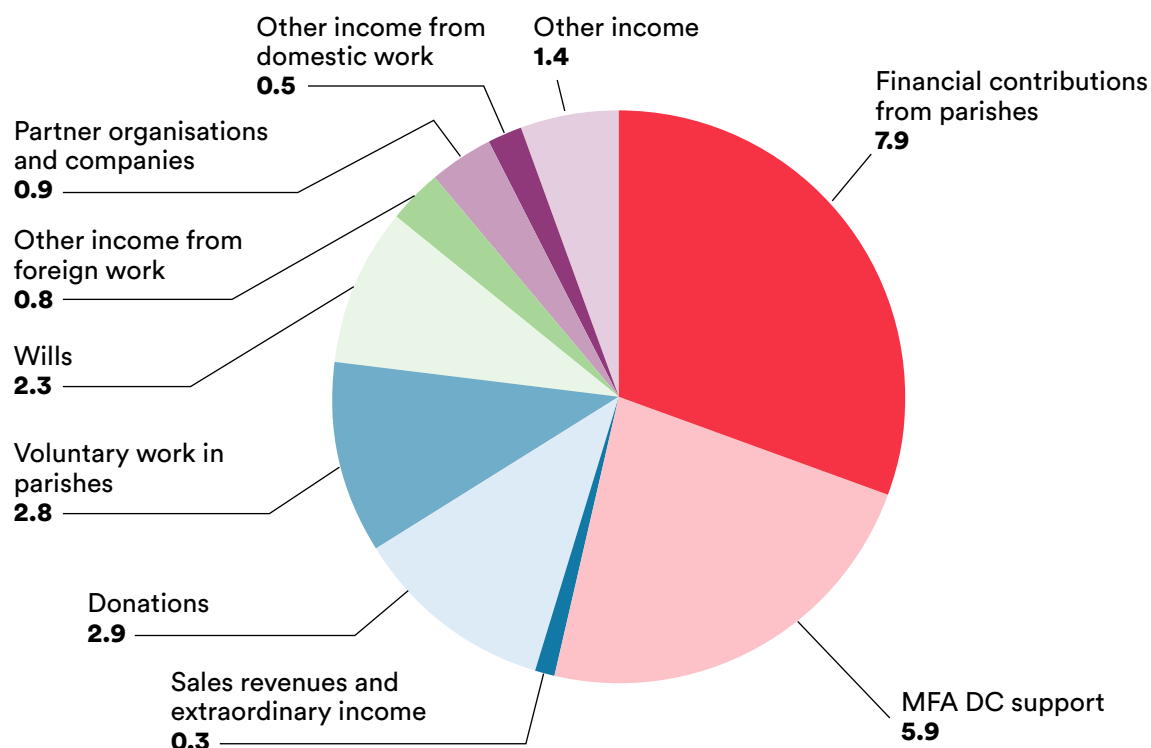
Felm's operations are funded by congregations and Christian organisations, the Ministry for Foreign Affairs of Finland, the EU, and private individuals. Felm's total income for the fiscal year was 25.6 million euros (2021 27.9 MEUR), including financial support of 16.7 million euros. Financial support consisted of parishes' budgetary grants, church collections, parishes' volunteer activities, testamentary donations, other direct donations and collections, as well as other income. Parish budgetary grants were not used to cover the self-financing share as they include funds collected through the church tax. Nor are grants directed toward domestic operations or other income, or other grants received from the Foreign Ministry considered in the self-financing share of the development cooperation programme. Further information can be found in Felm's report of operations and financial statements.

Targeted funds for the support of the development cooperation programme for 2022 were raised through Ylen hyvä fundraising.

Ylen hyvä (Nenäpäivä) 217,522 EUR

Additionally, funds were received in 2022 from private individuals either directly or through congregations totalling 5,665,799 euros.

Figure 2: Felm income 2022, million euro



Permanent sources of funding include long term service agreements made with congregations and organisations for the support of individual projects or specialists working in them. Service agreement funds were collected in congregations through, among others, bazaars, voluntary work, events, collections, and mission circles.

The total self-financing share of Felm's development cooperation programme was 890,395 euros in 2022. This corresponds to a 7.5% share for projects promoting the rights of persons with disabilities and a 15% share for other projects.

An external auditor has conducted an audit of development cooperation operations carried out with Finnish federal funding. The auditor's reports, prepared based on the audit, form part of the finance report. The audit report for 2022 (KPMG) concludes that the financial statements present fairly the financial position of the association and the results of its operations in accordance with current Finnish laws pertaining to preparation of financial statements and meet statutory requirements.

5. Beneficiaries

The total number of **direct beneficiaries** of the programme reached 119,000 persons in 2022, representing 26% of the expected total number of 461,800 direct beneficiaries for the four-year programme period 2022-2025. The number of direct beneficiaries consists of some 110,000 rights-holders and over 9,000 duty-bearers directly reached by the programme. About 7% of the direct beneficiaries were persons with disability (PWD). Table 4 below gives the detailed disaggregation of rights-holders and duty-bearers by age, sex, and disability status, giving indication of Felm reaching beneficiaries potentially facing intersectional discrimination, such as girls with disability.

The programme has reached 110,000 **rights-holders** from the most vulnerable and marginalised groups in all the target areas. This represents 25% of the targeted number of rights-holders for the programme period 2022-2025. Qualitatively the programme reached the targeted special focus groups girls, children, young people, women, indigenous/ethnic groups, minorities, and persons with disabilities. 7,800 persons with disability (PWD) were reached, representing 7% of all rights-holders (estimated from the disaggregated data). Felm's target is to reach 65,000 PWDs, representing 15% of the total number of targeted 434,000 rights-holders. The reported number of PWDs reached by the programme is expected to increase, as the Washington group training will improve the partners' ability to identify PWDs.

54% of all rights-holders were women and girls, which reaches the targeted share of female rights-holders. The most important rights-holder group was females over 25 of age. The programme further reached 14,700 girls (0-14) and 13,400 boys (0-14) among whom about 12% were children with disabilities. The data on rights-holders' other gender identities was not reliable, as the question was often misinterpreted or misunderstood by partner organisations.

The **duty-bearer** profile differs from the rights-holder profiles. 9,160 duty-bearers were reached, representing 33% of the targeted number of 27,800 duty-bearers during the programme period. It can be assumed that the profile of the reached duty-bearers reflects the make-up of the duty-bearers in the operating countries and targeted areas, and that Felm can only have limited influence on who the duty-bearers are. 60% of all duty-bearers are men, with a strong representation of adults (over 25 years). 2,5% of duty-bearers are persons with disabilities, against a targeted share of 8%. Persons with disabilities are clearly underrepresented among duty-bearers. The disability advocacy programme is expected to engage a stronger representation of persons with disability in decision making bodies. Young women and men (15-25 years) represent 9% of all the duty-bearers.

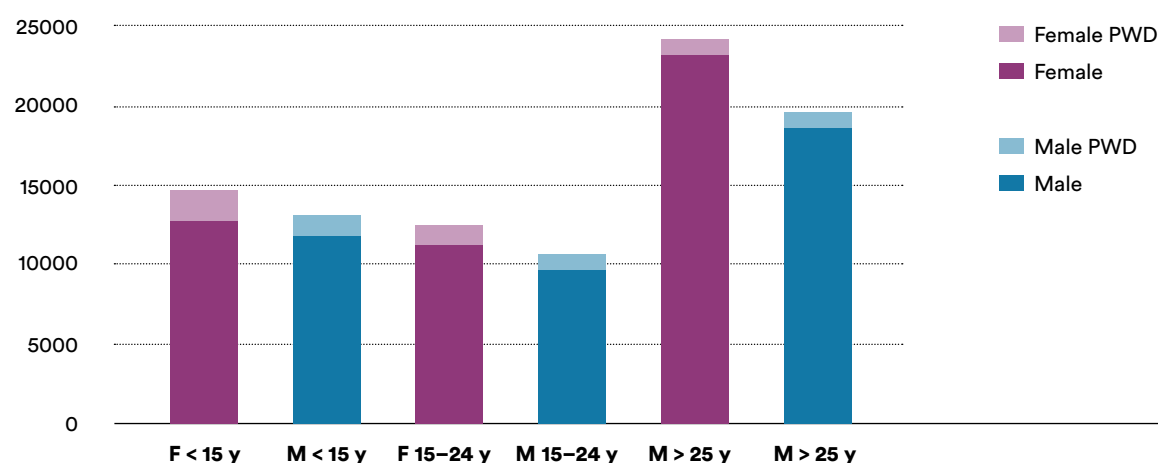
Almost 1,028,000 **indirect beneficiaries** were reached. The biggest single group of indirect beneficiaries are estimated in Colombia, where over 700,000 family members and radio listeners were reached, the family members benefiting from sharing of the skills acquired by rights-holders, and the radio listeners from broadcasting of mine accident prevention information and safety information on nine local radio stations. Other indirect beneficiaries are for example family or community members of the people directly involved in project activities, or with whom the direct beneficiaries have been able

Table 4: Number of beneficiaries

| | Total | Age 0-14 | | Age 15-24 | | Age 25 - | |
|-------------------------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|
| | | Female | Male | Female | Male | Female | Male |
| Rights-holders | 110,000* | 14,700 | 13,400 | 12,400 | 10,800 | 24,200 | 19,600 |
| ... of whom PWDs | 7,800 (7%) | 1,800 (12%) | 1,500 (12%) | 1,000 (8%) | 1,000 (9%) | 1,100 (5%) | 1,000 (5%) |
| Duty-bearers | 9,160* | | | 310 | 530 | 3,070 | 5,200 |
| ... of whom PWDs | 220 (2%) | | | 24 (8%) | 30 (6%) | 66 (2%) | 97 (2%) |
| Indirect beneficiaries | 1,028,000 | | | | | | |

*) The total of disaggregated rights-holders/duty-bearers is less than the total of rights-holder/duty-bearer beneficiaries, since the disaggregation was incomplete

Figure 3: Total disaggregated number of rights-holders



to interact and share what they have learned in workshops and other capacity development events. In Cambodia, almost 85,000 indirect beneficiaries benefit either from social media and radio broadcasts or represent extended families and neighbourhoods of direct beneficiaries. Indirect beneficiaries also involve school administration and teachers working in programme supported schools. In Tanzania, over 45,000 indirect beneficiaries live in the 45 project villages and their neighbourhoods, benefiting from reforestation and climate resilience activities. In Ethiopia, 30,000 indirect beneficiaries of project activities include deaf students, their parents, siblings and other family members, teachers, education system authorities, deaf students' hearing classmates, public and social service providers, data protection officers and the community at large.

6. Progress towards the expected results

6.1 Theory of change

The Felm Development Cooperation programme contributes to the overall Felm programme through improving the resilience and inclusion of people from marginalised groups in the programme target areas. More specifically, it supports the effort towards structural changes to address underlying causes of exclusion, discrimination and vulnerabilities caused by poverty, narrowing democratic space, impacts of climate change and other environmental degradation, and conflicts. The Development Cooperation programme has three components supported through four mainstreamed themes: inclusion of persons with disabilities, gender equality, climate resilience and low-carbon development.

1. Resilience to climate change and disasters
2. Access to inclusive quality education
3. Rights of persons with disabilities

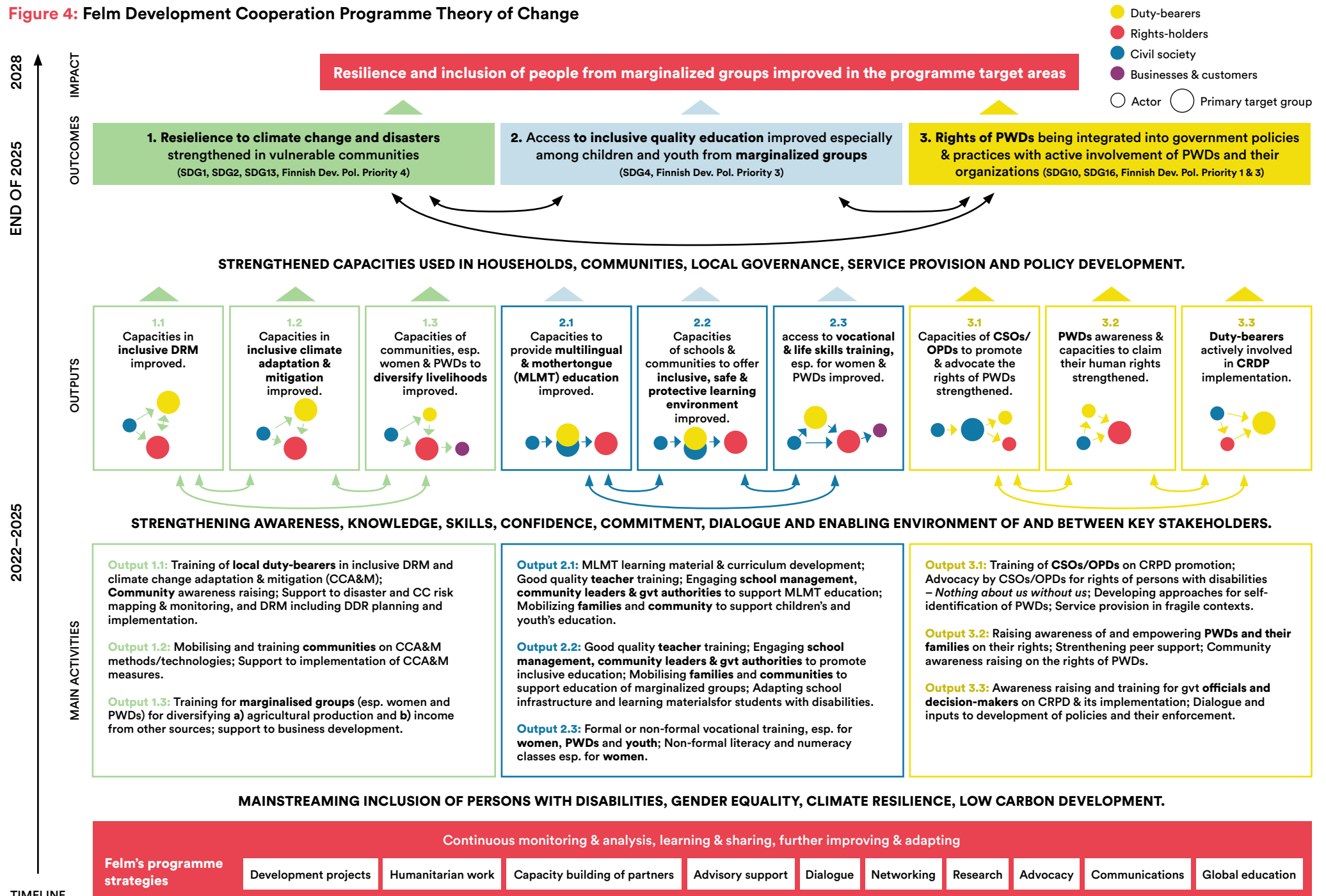
The Theory of Change of the Felm Development Cooperation programme is presented in Figure 5.

The Felm Development Cooperation programme contributes directly or indirectly to the following MFA aggregate indicators. In 2022, Felm only reports on output indicator data.

Table 5: Aggregate indicator references

| MFA Aggregate indicator reference | | Felm indicator reference | Indicator value in 2022 (with disaggregated data) |
|--|---|---|--|
| Priority area 1: Rights of Women and Girls | Output 3.1 indicator: Number of relevant staff, authorities and political decision-makers with improved disability mainstreaming capacity to implement CRPD compliant laws and policies | OPI3.3.1 Number of government authorities and political decision-makers who have participated in sensitization sessions or training on CRPD and its implementation | Total: 260 Female: 78 PWDs: 7 Local: 54 National: 30 Parliament: 0 |
| | Output 3.2 indicator: Number of national consultations with participation by the organisations of persons with disabilities | OI3.2 Number of government processes where OPDs have been consulted | - |
| | Outcome 3 indicator: Number of proposals for laws, legislative reforms and policies adopted that guarantee equal protection of rights for persons with disabilities. | OI3.1 Number and status of legislative and policy reforms as well as policy enforcement processes advocated by supported OPDs to guarantee non-discrimination, equality, and protection of the rights of PWDs | - |
| Priority area 3: Education and peaceful democratic societies | Outcome 1 indicator: Completion/survival rate at primary and lower secondary | II2 Completion/survival rate at primary and lower secondary education in targeted schools/classes | - |
| | Output 1.1 indicator: Percentage of students in primary education whose first or home language is the language of instruction. | OI2.1 Number and % of students in targeted a) pre-primary, b) primary and c) secondary schools whose first or home language is a language of instruction. | - |
| | Output 1.1 indicator: Number of students enrolled in education at: a) Pre-primary b) Primary c) Secondary d) Vocational e) Non-formal incl. literacy | OPI2.3.1 Number of students who have enrolled in vocational training | Total: 52 Female: 24 PWD: 38 Non-formal: 52 |
| | | OPI2.3.2 Number of students who have enrolled in non-formal education incl. literacy classes or life skills training | Total: 749 Female: 628 PWDs: 35 Age <15: 79 Age 15-24: 305 Age >25: 345 |
| | Output 1.3 indicator: Number of teachers and teacher education students who participated in pre- or in-service training | OPI2.1.1 Number of teachers or teacher education students trained on multilingual or mother tongue education | Total: 538 Female: 284 |
| | | OPI2.2.1 Number of teachers and teacher education students trained on inclusive and child-friendly teaching methods | Total: 1970 Non-formal/ all levels: 48 Formal pre-school: 22 Formal primary: 606 Formal secondary: 1,294 |
| | Output 4.2 indicator: Number of developing country CSOs with improved capacity to influence development in line with Agenda 2030 | OPI3.1.1 Number of CSO/OPD staff and volunteers whose capacities have been built on promotion of and advocacy on the rights of persons with disabilities | Total: 626 Female: 247 PWDs: 283 |

Figure 4: Felm Development Cooperation Programme Theory of Change



6.2 Outcome area 1: Resilient Communities

Building resilience

The effects of climate change can be detected worldwide, and its impacts vary greatly regionally. As an increasing number of communities are facing the impacts of climate change, the urgent need to strengthen communities' resilience has

become obvious. Resilient communities are capable of “bouncing back” from adverse situations, like those caused by climate change, and to recover from the effects of climate change.

Responding to climate change involves approaches that are often interlinked. The goal of **mitigation** is to limit the increase in the global temperature through measures reducing carbon emissions. **Adaptation** refers to actions or plans that will be employed against a current or anticipated impact of climate change whilst **resilience** refers to the ability to recover from the effects of climate change. Further, resilience also includes the ability to acquire new capabilities, perhaps emerging stronger from the struggle. In improving climate resilience there are no one-size-fits-all solutions: all communities are facing individual threats and the responses should be also tailored for and by them.

The Felm Development Cooperation Programme Outcome 1 leans on locally led adaptation activities and focuses on improving resilience to climate change and disasters in targeted vulnerable communities. The emphasis is on inclusion of people from marginalised groups, especially women and persons with disabilities. The outputs include **1.1. improved capacities for inclusive disaster risk management (DRM)**, where the communities can identify and monitor specific disaster risks and are further able to plan and act to reduce and avoid those risks; **1.2. improved capacities for inclusive climate adaptation and mitigation**, where the communities gain knowledge, skills, and resources for implementing and sustaining climate adaptation and mitigation measures based on their local context; and **1.3. improved capacities for diversified livelihoods**, where the communities can adopt resilient strategies to make their livelihoods less vulnerable to the impact of climate change and recurring natural hazards.



Results in disaster risk reduction and management (DRRM)

The **capacities of the targeted communities to manage disaster risks in an inclusive manner** improved (**OPI1.1**), as 36 local disaster risk reduction strategies and/or plans were developed (**OPI1.1.1**) in eight projects conducted in six countries. However, 20 of these plans were drafted as a part of a single project in Cambodia (KH709, implemented by Integral Cooperation Cambodia ICC), and the reported number included mainly plans that were not yet finalised. Therefore, it can be concluded that a total of 16 plans were fully finalised during the programme's first year. This makes sense as communities often first need to improve their capacities to develop DRR plans. During the programme year, about 6,560 persons were trained in disaster risk reduction and management (**OPI1.1.2**) in thirteen projects conducted in eight countries. 3,630 (55%) of them were women and 272 (4%) were persons with disabilities. The disaggregated data therefore indicates that the DRRM approach of the programme was inclusive as intended. A total of 97 disaster and climate risk awareness-raising sessions were conducted to the local communities on disaster and climate risks (**OPI1.1.3**). Raising awareness at the community level is key in successful disaster risk reduction (DRR) activities and can form the first step to mobilise the community to act, create demand for trainings and spark the communities to organise themselves for developing plans and strategies.

To illustrate the dynamics of DRRM action in practice in the first year of implementation, we can look at examples from Zimbabwe and Mauritania. In **Zimbabwe**, four ward-based DRRM committees were established. The committees consisted of 36 members (22 men and 14 women) who were trained in DRRM issues in three districts. After the trainings, other community level trainings on DRRM were also conducted in which a total of 829 project beneficiaries, including 494 females (60%) and 335 males (40%) were reached (ZW705, Zimbabwe Council of Churches). In **Mauritania**, the project conducted a large-scale awareness-raising campaign that aimed at making communities aware of disasters and mobilising them to develop concrete, adequate and realistic local strategies to counteract this phenomenon. In three out of the ten target villages, draft strategies were developed and preliminarily followed by the committees. At the end of the year, these committees declared that they had been able to alert the central authorities in Bassikounou to stem the advance of bush fires that had caused enormous damage in previous years. Thus, these communities saved pastures, material damage and the lives of animals and people (MR702, Bienfaisance Sans Frontières, BSF).

Results in climate adaptation and mitigation

Climate adaptation

The targeted **communities' capacities to implement and sustain inclusive climate adaptation and mitigation measures** improved (**OP1.2**) as a total of 1,746 households are now benefiting from climate change adaptation methods and/or technologies (**OPI1.2.2**) in six projects carried out in four countries. 644 (37%) of these households were female-headed and 142 (8%) had family members with disabilities, which indicates that the measures were inclusive of the potentially vulnerable households in the communities. The **climate adaptation methods** include, for example, the use of drought-resistant seeds and diversification of crop varieties; rainwater harvesting and drip irrigation; beekeeping and small livestock production; as well as various sustainable agriculture methods. In **Tanzania**, 2,777 farmers were sensitised and trained to practice climate resilient farming methods. The aim is to improve food security and income through cultivation of crops that are drought-resistant but produce more abundant and higher quality harvests in a changing climate. The farmers were sensitised and trained to cultivate crops having dependable market but reasonable returns. Crops identified were sorghum, finger millet, onions, tomatoes, green-gram, cotton, and sunflower (TZ712, Tanganyika Christian Refugee Service, TCRS). In **Mauritania**, 75 community members were trained in sustainable farming practices including improvement of soil fertility, water resources management, rotational farming, and acquisition of quality seeds. It was observed that community members were able to make use of what they learned and innovate in their implementations (MR703, ONG Actions).

Climate adaptation methods can be practiced by different groups or committees, such as women's groups. In Senegal, women's groups started community gardens where they grew a variety of produce using sustainable farming methods such as mulching and composting. Altogether 44 households were benefiting from this. The women also made pesticide from local plants which has proven to be very effective against insects (SN703, Église Luthérienne du Senegal).

The projects operate in very different social, economic and environmental contexts, and climate adaptation should not be simply viewed as a set of techniques or measures that can be implemented in the same way everywhere. In **Ethiopia**, in the largest refugee camp in Gambella, the project has sought to address the multifaceted challenges between the host community and refugees by building their climate resilience in a context characterised by poverty and food insecurity. A total of 201 refugees and

host community members were offered support to practise farming with better and more productive and sustainable methods. In addition, 180 refugee and host community households were supported to engage in agriculture through alternative sources of income. The project also constructed an irrigation canal, 700 metres of irrigation pipes and 19 water tanks to increase crop production and reduce dependence on rainfall. These measures enabled 116 hectares of land to be harvested twice a year and increased vegetable production by 617 farmers, 195 of whom are women (ET716, Lutheran World Federation).

The analysis of the reporting data indicates a potentially substantial underreporting on the climate adaptation indicator (OPI 1.2.2), as partners' capacity to identify the climate adaptation methods promoted by the project activities still needs strengthening. For example, in **Nepal**, 3,500 households received training on climate-resilient crops and received improved seeds, which resulted in better harvests (NP714, LI-BIRD). However, this data was not yet included in Felm programme indicator reporting. Further partner capacity development and Felm's advisory support will be provided to support the measuring of this indicator.

Climate mitigation

Another indicator of the improvement of the targeted **communities' capacities to implement and sustain inclusive climate adaptation and mitigation measures** (OP1.2) is that a total of 1,750 households were involved in implementing climate change mitigation methods and/or technologies (**OPI1.2.1**) in eight projects carried out in five countries. The mitigation measures were also inclusive, as over 500 (31%) of these households were female-headed and 155 households (9%) had family members with disabilities. **Climate mitigation methods** include, for example, the use of green energy, wood-saving stoves and other energy saving technologies; forestation, land rehabilitation and protection of natural resources; using indigenous knowledge in agriculture; and recycling and waste management.

Forests were protected, with local community structures and organisations playing a key role in forest protection and sustainable land management. In **Cambodia**, Community Protected Area groups were active in patrolling and protecting the mangrove forests. In cooperation with the authorities, the groups detected and dealt with 33 cases of forest crime, which already exceeds the project's objectives. Local organisations were supported to alleviate conflict over natural resources and strengthen community ownership, management and leadership on land and farming resources. The project further raised women's participation in community development, resulting in increased female representation in community decision-making over natural resources, including community councils. (KH710, Morodok).

Another method that was used by the programme to support sustainable use of forests and reduce the demand for firewood was the introduction of wood-saving stoves. Local materials were often used for constructing these stoves and the community members even innovated their own designs of the stoves to fit their specific needs. In **Mauritania**, members of low-income households benefited from improved stoves built of local clay material (banco) and 15 households are now using solar energy for lighting and recharging cell phones. This has significantly reduced the amount of charcoal and firewood in these sites, which has alleviated the pressure on forest trees in the area (MR702, Bienfaisance Sans Frontières). In **Zimbabwe**, a group of grandmothers caring for orphan and vulnerable children built their own models of wood-saving stoves after the Felm climate resilience training. They have noticed a significant reduction (an estimation of 50%) in the need for firewood due to these stoves and are very happy and committed to the use of the new technology (ZW701, Gwai Grandmothers' Group).

Another mitigation method was related to land restoration. In **Ethiopia** 1,147 hectares of heavily eroded land were restored to regain their fertility through surface water management, protective fencing, restoration of damaged land and planting of multipurpose trees. Over 1,700 people benefited from these land restoration activities that mitigate the impacts of droughts, floods and other climate hazards. Sustainable sources of energy were introduced, as almost 300 households received solar panels substituting the use of kerosene. This in turn has enabled 155 students to study in the evening and consequently do better in their studies (ET712, Ethiopian Evangelical Church Mekane Yesus - Development and Social Services Commission). This highlights one of the interlinkages between the programme's different outcomes: climate mitigation methods, such as solar panels, can support learning and thus have importance to Outcome area 2 related to inclusive, quality education.

Results in diversified livelihoods

The **capacities of the targeted communities and especially women and persons with disabilities to diversify their livelihoods (OP1.3)** improved as 5,416 smallholders were reached through measures aimed to increase their sustainable agricultural production and/or access to markets (**OPI1.3.1**). 14% of these smallholders were under 25 years old, 57% were women and 6% were persons with disabilities. Another indicator of progress towards the result was that a total of 4,292 persons were reached through measures aimed to diversify their income from other income sources than staple agricultural crops (**OPI1.3.2**). 21% of these beneficiaries were under 25 years of age, 65% were women and 7% were persons with disabilities. The gender and disability disaggregated data shows that women and persons with disabilities were reached by the diversification activities, in accordance with the output's focus on these groups. Youth were also present as beneficiaries. The programme wishes to monitor the presence of this demographic group to ensure that those entering adulthood can benefit from skills that will allow them to make a sustainable living in the decades to come. However, it is likely that the percentage of smallholders and other beneficiaries reached is much higher than what is reported, as many partners did not use the same age categories as Felm in their monitoring and reporting.

Communities and individuals often worked together to diversify their livelihoods. Most projects therefore cooperate with and help mobilise or create various women's groups, youth groups, small enterprises or cooperatives to carry out livelihood diversification and sustainable agricultural activities. During the first year of the programme, a total of 3,962 persons involved in newly established or supported existing Micro, Small and Medium-Sized Enterprises (MSME) or cooperatives (**OPI1.3.3**). The cooperative members include 15% persons under the age of 25 years, 46% women and 4% persons with disabilities.

For example, in **Ethiopia**, 1,176 women organised themselves into 104 self-help groups. Women were supported through trainings on various topics, including environmentally smart agriculture, home economics, building wood-saving stoves, information on harmful traditions, and saving and credit. Women organised in self-help groups have saved a significant amount of money and have developed a wide range of small businesses. Their self-esteem and confidence were also reported as having increased following these activities. (ET712, Ethiopian Evangelical Church Mekane Yesus - Development and Social Services Commission). The example shows that the effects of improved livelihoods go beyond material considerations, as they can result in a change in mindset that can be hard to measure.

In **Nepal**, 258 persons were reached through measures that aimed to diversify their income by creating green microenterprises. This succeeded beyond the set target as the support was further extended to Community Based Organisations, and all the members of these organisations were therefore able to benefit from diversified income sources. (NP717, Group of Helping Hands SAHAS Nepal).

Lack of funding is a major obstacle for launching and developing small scale businesses, and this issue was addressed by the projects. In **Tanzania**, women, youth and persons with disabilities were involved in farming and livelihood activities such as cultivating onions and tomatoes, processing sun-flowers and handcrafting batik and basketry. To enable the participants to develop their activities, the participants were further sensitised and mobilised to form saving and credit schemes. These saving and credit schemes attracted wider interest in nearby villages as a means to sustain community-based funding sources for farm and small business investment (TZ712, TCRS).

Skills development was a major factor in supporting livelihoods, and prior to launching their business or other income generating activity, the beneficiaries typically received training on the specific skills needed for the trade or activity, as well as on topics such as finances. For example, in **Mauritania**, 25 young people were supervised by the project and trained in small business start-up techniques and trades. They received support to set up their own businesses. The chosen trades included auto and motorcycle mechanics, computer science, solar electricity, sewing, and hairdressing/beauty (MR702, Bienfaisance Sans Frontières). Here we observe yet again the strong link between the programme's different outcomes, as vocational training is also supported under the programme's outcome area 2 (Inclusive, quality education).

6.3 Outcome area 2: Inclusive, Quality Education

Developing inclusive education

Outcome 2 of Felm's development cooperation programme, aiming for **improved access to inclusive, quality education especially among children and youth from marginalised groups**, contributes to SDG target 4.7. Promoting everyone's right to inclusive, quality education helps advance sustainable development and active citizenship. Felm and its partners actively promote the education rights of and encourage the inclusion of marginalised groups, with a particular focus on ethnic and linguistic minorities, persons with disabilities, and women and girls. This is done by increasing enrolment and facilitating access to education for marginalised groups of persons through activities such as teacher training, awareness-raising, involvement of community leaders and government authorities as well as parents and other caregivers, and creation of appropriate learning materials, all contributing to an accessible learning environment.

Multilingual and mother tongue education is strengthened in targeted schools and communities (OP2.1) to address the fact that 40% of the world's population does not have access to education in a language that they speak or understand well, i.e., their language and education rights are not realised. The programme focuses on strengthening mother tongue-based education and mother-tongue based multilingual education (MTB-MLE), which has been demonstrated to improve learning outcomes, reduce dropout rates, and build a solid foundation for later learning. MTB-MLE gives students the opportunity to develop crucial academic skills such as basic reading, writing, numeracy, and critical thinking skills in the language they understand best before adding another language of instruction (such as the official language of the country or an international language).

Felm **strengthens the capacities of schools and communities to offer an inclusive, safe, and protective learning environment (OP2.2)**. Education activities vary according to the local context, and Felm focuses on the inclusion of persons from marginalised groups such as ethnic and linguistic minorities (including users of sign languages), girls, or children with disabilities, who are widely



excluded. The programme further improves physical accessibility and safety of learning environments through means such as accessible education facilities for students with disabilities and separate toilets for girls.

Access to vocational and life skills training are improved, especially for women and persons with disabilities (OP2.3). The right to life-long learning for women and persons with disabilities through inclusive or specialised vocational training means not only fulfilling SDG4 but also creating opportunities to improve their families' livelihoods, increasing their self-appreciation and changing negative perceptions toward disability in society.

Results in inclusive, quality education

Capacities to provide multilingual and mother tongue education were strengthened in targeted schools and communities (OP2.1). A total of 538 teachers or teacher education students were trained in multilingual or mother tongue education (OP2.1.1). Of the 538 trained teachers or teacher education students, at least 284 (53%) were women. However, some partners did not yet provide gender disaggregated data.

Setting up a teacher training needs careful preparation. The activity was rapidly launched in Ethiopia (ET701, Development and Social Service Commission EECMY), since the project continued from the previous programme period on to a new phase and already had an established way of conducting the activity. The project trained a total of 509 teachers in 2022 in sign language, inclusive education and pedagogical skills for improved access to education for deaf and hard of hearing people. In Nepal (NP704, United Mission Nepal) on the other hand, the activity related to this indicator did not take place as planned in 2022 because the translation of certain learning materials was delayed. The activity was therefore rescheduled to take place in 2023. In **Colombia** (CO704, implemented by the Evangelical Lutheran Church of Colombia IELCO), accompanied by the project and in cooperation with the Ministry of Education, two indigenous peoples were creating their own educational system, which is based on the national policy for indigenous educational systems SEIP (Sistema Educativo Indígena Propio). During the year, 29 teachers from ethnic minorities were trained in SEIP methodologies in their mother tongue (50% of the established goal).

1,447 community leaders and government authorities were actively involved in promoting multilingual or mother tongue education (OPI 2.1.2). Out of these, 275 (19%) were school management staff, 978 (68%) were community leaders, 153 (11%) were members of the local government, 29 (2%) were members of the regional government, and 12 (1%) were members of the national government.

The project in Ethiopia (ET701, EECMY) was able to involve authorities at the national level, as their work corresponds to the Ethiopian government's priority to promote multilingual and mother tongue education and inclusive education. Early childhood education was an important of the project in Cambodia (KH701, implemented by Integral Cooperation Cambodia ICC), with leaders and authorities up to the regional level being actively involved. However, overall, the greatest number of involved leaders and authorities reached by the programme were community leaders. This is not surprising noting that the work is often done together with linguistic and ethnic minorities at a local level. Similarly, in Senegal, involving whole communities, regardless of their religion or social status, in mother tongue education in the Sereer and Wolof languages is contributing to the Senegalese government's efforts to increase the role of minority languages in the early learning stages. There is much more demand for these services in the project area than what can be provided by Felm's local partner,



the Evangelical Lutheran Church of Senegal. The Sereer – French dictionary developed by the project was widely used in government secondary schools in the project area.

38 preschool learning materials, 3 primary school learning materials, and 3 secondary school learning materials relevant to the local cultural context were developed (OPI2.1.3). A learning material refers to, for example, a textbook or a digital resource developed for educational purposes. Therefore, this indicator tracks the development of materials, not the number of copies of the material, which are typically much larger numbers. Of the developed preschool learning materials, 38 are in use and 2 have also been officially approved by the government. All developed primary school and secondary school learning materials are in use and have been approved by the government.

In Cambodia (KH701, ICC), the project developed 35 preschool learning materials. Additional primary school learning materials in the Jarai and Brao languages are in the process of being reviewed and edited by the MoEYS (Ministry of Education, Youth and Sports). In Ethiopia (ET701, EECMY), a sign language dictionary for deaf students was developed and distributed in 21 schools. In Colombia, monthly training sessions were held to develop the Kogui SEIP (Sistema Educativo Indígena Propio) and the Embera Eyebida SEIP. By the end of the year, 20% progress was achieved in the Kogui SEIP and 65% in the Embera Eyebida SEIP.

Not included in the above results are initial steps of progress that the Digital training resources for non-formal literacy materials development in ethnic communities' project (MM702, LSDO) in Myanmar was able to take in 2022, despite the precarious security and operational situation in the country. Script writing for the training videos progressed, though slower than planned. Background information was collected from knowledgeable people of 9 ethno-linguistic groups. In October, the military government of Myanmar further tightened the legislation on use of the ethnic minority languages in education. For now, they can be used only in preliminary education as assistive languages.

Results in inclusive, safe and protective learning environments

Capacities of schools and communities to offer an inclusive, safe and protective learning environment were strengthened (OP2.2), as 1,970 teachers and teacher education students were trained in inclusive and child-friendly teaching methods (OPI2.2.1). This will allow them to work with children in a way that promotes the children's self-confidence, participation and safety in the classroom. This is expected to have a positive effect on learning outcomes. Majority of the teachers trained were working as secondary school teachers (66%) or in primary schools (31%), with the rest (3%) in preschools. In **Tanzania** (TZ701, The Evangelical Lutheran Church of Tanzania/Tumaini University Makumira TUMA), 453 out of the teachers and heads of secondary schools in the project schools learned through training and coaching, participatory teaching methods, language supportive education and environmental education training. In **Nepal**, more than 1,400 teachers' and school management staff's skills to provide school-based psychosocial support to their students as well as to each other improved (NP707, Centre for Mental Health and Counselling Nepal CMC-Nepal). Originally, 140 teachers were targeted, but the Karnali provincial authorities were so impressed with the improved learning and attendance records of the schools that were involved earlier in the project that they convinced the partner Centre for Mental Health and Counselling to expand the trainings to the other primary and secondary schools as well. As a first step towards disability inclusive and mother tongue teaching, 11 teachers (of whom 5 were women) learned to use child-friendly teaching methods in Mugu District in western **Nepal** (NP704, United Mission Nepal) in an extremely remote and challenging project area. 26 primary school teachers and government staff in western **Cambodia's** Kampot Municipality obtained

understanding and skills to provide disability-inclusive education services to the children living in Krong Kampot and Teuk Chou areas (KH707, implemented by Epic Arts).

The development of teachers' and school management's skills in disability-inclusive teaching methods in **Myanmar** was very slow due to the security situation. The plans to develop inclusive education had to be redrafted several times in 2022, as the conflict deteriorated. The military government also issued a new law severely restricting the operating space of the civil society organisations in October. Despite this, the Early Childhood Development Centre (MM750, Eden Centre for Disabled Children ECDC) managed to improve understanding and skills of 48 teachers (of whom 34 were women) working in non-formal preschools.

Results in vocational and life skills training

Access to vocational and life skills training especially for women and persons with disabilities improved (OP2.3), as 749 students enrolled in non-formal education (**OPI2.3.2**). This included literacy classes and life skills training. Most of the beneficiaries, 84%, were female, and 5% were persons with disabilities. For the persons with disabilities, the result is insufficient as they are a particular target group under this output. However, it is to be noted that data disaggregation is still a challenge for many project partners, as is the identification of and data collection on persons with disabilities. These are expected to improve through capacity development efforts under the programme's cross-cutting objectives in the following years. In terms of age groups reached, mainly youth and adults benefited from the non-formal education, as children are mostly enrolled in the formal education system. Youth and young adults (ages 15-24) represented approximately half of the beneficiaries, and adults (over 25 years of age) approximately the other half.

Pairing income generating and food security activities with functional literacy training proved a successful strategy in **Senegal**, where 539 students, mainly women, were enrolled in informal education classes in the Pulaar language. The project continued from the previous programme period, but linking livelihoods and literacy was an innovation introduced in 2022. Therefore, the number of learning groups increased from 10 to 16 in the course of 2022 (SN701, Eglise Luthérienne du Sénégal ELS). Other projects used this innovative approach as well, even if they served a smaller number of students due to, for example, different beneficiary group or different content of training offered. In **Cambodia**, for example, 17 persons with disabilities obtained computer skills and improved their reading, writing and numeracy skills, with many also progressing to technical training in carpentry, sewing, beautician training, etc. While much of the training in 2022 was provided in the partner's (Epic Arts Organisation) training centre, cooperation with the local vocational training schools was actively developed to have more training options for the students with disabilities in the future. (KH707, Epic Arts).

Persons with disabilities were also targeted by the project in **Myanmar**, resulting in 35 persons with disabilities (of whom 14 were girls) achieving new skills to increase their self-esteem and appreciation in their families and communities and to obtain income through electronic repair and computer software use, growing oyster mushrooms, or making necklace or envelopes. In the current difficult operational situation, it is an excellent achievement. This project also had the innovative approach of including persons with disabilities as the project implementers both at the front-line field level and management level, in addition to being beneficiaries of the project. The trainer is a person with a disability, and he started to provide disability-related training. It is assumed that provision of disability training by a person with a disability is more effective. Staff with disabilities were also role models and change agents in creating inclusive communities (MM750, ECDC).

Inclusive education assessment

In autumn 2022, Felm carried out an assessment of the current situation of inclusive education with its own funding sources. The assessment focused on the inclusion of ethnic and linguistic minorities, persons with disabilities, and women and girls in different types of education and training activities. The assessment identified challenges and good practices and formulated recommendations and steps forward to improve implementation of education rights through strengthening the inclusion and quality of Felm's education and training projects, including those funded by the MFA.

6.4 Outcome area 3: Rights of Persons with Disabilities

Integration of the rights of persons with disabilities into government policies and practices

While persons with disabilities (PWDs) are one of the largest minorities in the world, they commonly face widespread discrimination and barriers to inclusion. Programme outcome area 3 focuses **on improving integration of the rights of persons with disabilities into government policies and practices with active involvement of persons with disabilities and representative organisations**. The programme outcome will be achieved through three outputs and related measures implemented primarily through targeted projects in Cambodia, Colombia, the East African region, Ethiopia, and Nepal.



In line with the principle of 'nothing about us without us', the programme aims at **strengthening capacities of partner organisations, especially organisations of persons with disabilities (OPDs), to promote and advocate for the rights of persons with disabilities (Output 3.1)**. Strong OPDs can take part in government consultations, working groups, and processes on legislation and policies that define the implementation of the United Nations' Convention on the Rights of Persons with Disabilities (CRPD). They are also able to mobilise their members to take an active role in advocacy and lobbying actions, able to liaise with other OPDs, and able to better reach out to persons with disabilities.

The programme also aims at **strengthening the capacities of PWDs as rights-holders so that they feel increasingly respected and can take an active role in their communities in the programme target areas (Output 3.2)**. Awareness of human rights and political processes is raised by trainings, awareness-raising campaigns, and peer support groups. By promoting the rights of persons with disabilities at the community level, the family and community members also become aware of the rights, which contributes to combat disability-related stigma.

Moreover, Felm's programme aims at **promoting government duty-bearers' active engagement in CRPD implementation so that they carry out the necessary legislative and policy reforms as well as policy enforcement processes that support the implementation of the CRPD (Output 3.3)**. Raising public authorities' awareness of and providing them with capacity development on disability, disability inclusion, and the rights of persons with disabilities are crucial to improving the implementation of the CRPD. Collaboration of OPDs and other representative organisations with key stakeholders and especially civil servants and political decision-makers on local, regional, and national levels is highly important.

Results in promoting rights of persons with disabilities

The capacities of partner organisations, especially organisations of persons with disabilities (OPD), to promote and advocate for the rights of persons with disabilities were strengthened (OP3.1), as the capacities were built for a total of over 600 civil society organisations or OPD staff and volunteers on promotion of and advocacy for the rights of persons with disabilities (OPI3.1.1) in Cambodia, Ethiopia, Nepal, Tanzania, Burundi and Rwanda (the latter two reached through a regional advocacy project). For example, in **Burundi and Rwanda**, the regional project equipped 49 women and girls with disabilities with knowledge and advocacy skills, enabling them to participate in advocacy for disability inclusive practices in climate change adaption and mitigation. After the training, the women and girls with disabilities formed three clubs and developed three-year action plans which detailed advocacy activities they will undertake within their local communities and at the national level. Two of the women and girls were invited to participate in the post-COP27 meeting in Kigali, which brought together representatives of the government, diplomats, civil society members, church leaders, and academia to reflect outcomes of COP27 (XX750, Ecumenical Disability Advocates Network EDAN). In **Ethiopia**, 70% of the targeted OPDs engaged in disability advocacy actions (OPI3.1.2).

The awareness of persons with disabilities on their human rights and their capacities to claim these rights (OP3.2) were strengthened as 243 persons with disabilities and 144 of their family members participated in awareness-raising activities on the human rights of PWDs and related entitlements in Cambodia, Ethiopia, and Nepal (OPI3.2.1). 63% of the participants were persons with disabilities, and 50% of the participating persons with disabilities were women or girls. 21 community awareness sessions were conducted on the rights of persons with disabilities in Cambodia, Ethiopia, Nepal, and Zimbabwe (OPI3.2.2), which also allowed the wider community to become aware of the rights of persons with disabilities. In **Cambodia**, dance performance was used to raise awareness of the rights of PWDs. The dancers, who are all persons with disabilities, reached over 2,200 people, utilising opportunities to join national level events to reach bigger audiences and more decision-makers at higher levels of government (KH707, Epic Arts). 76 persons with disabilities were actively involved in raising awareness on their rights in Cambodia, Colombia, and Nepal (OPI3.2.3). For example, in **Colombia**, survivors of mine accidents were trained and hired as community peer support facilitators for survivors of mine accidents and their families (CO703, implemented by the Lutheran World Federation/Department for World Service). 462 persons with disabilities were involved in peer support groups or activities in Cambodia, Colombia, Ethiopia, and Nepal (OPI3.2.4). For example, in Nepal, 190 persons with psychosocial disabilities were identified and 10 peer support groups formed. These peer support groups provided peer support through regular monthly meetings and also promoted the mental wellbeing and self-esteem of the members through individual and family counselling, trainings, and linkage to livelihood opportunities. The project also formed two advocacy networks of persons with psychosocial disabilities, which are in the process of their capacity development (NP753, KOSHISH National Mental Health Self Help Organisation). In **Cambodia**, the project formed peer support groups for children with disabilities and their families (KH707, Epic Arts). As several partners contribute to this output, there is a strong opportunity to promote peer learning between partners.

Government duty-bearers' active engagement in the Convention on the Rights of Persons with Disabilities (CRPD) implementation was strengthened (OP3.3) when a total of 260 government authorities and political decision-makers participated in sensitisation sessions or training on CRPD and its implementation in Cambodia, Ethiopia, Nepal, Burundi, Rwanda, and Tanzania (OPI3.3.1). 30% of the participants were women. The indicator data was only partly disaggregated, and hence there is only indicative information on the administrative level of the officials. In **Ethiopia**

166 government authorities and political decision-makers took action to promote CRPD compliant laws and policies and/or their enforcement (**OPI3.3.2**). 83% of these government authorities were local level authorities and 17% were regional level authorities. For example, in one of the five project areas, Bahar Dar city, the partner supported organisations of persons with disabilities (OPDs) to establish good relationships with the city administration. Following sensitisation and advocacy by the OPD members, the city administration office of health circulated instructions to all health centres to make their services accessible for persons with disabilities (ET751, Ethiopian Centre for Disability and Development ECDD).

In **Burundi**, the duty-bearers capacity to implement CRPD compliant processes was strengthened when Felm's programme, together with GIZ, supported a Training of Trainers workshop on administration of the Washington Group Questionnaire and disability data analysis. This was a follow up of Felm's partner Ecumenical Disability Advocates Network's advocacy work conducted during the previous programme period of 2018-2021, which resulted in the inclusion of the Washington Group questions in Burundi's census data collection. A total of 17 trainers of trainers and five members of different organisations of persons with disabilities participated in the training. The training improved their understanding of disability and skills in Washington Group methodology, and hence they will be able to further train those involved in conducting the census, which is expected to allow the census data to be disability inclusive. Importantly, the training also strengthened the cooperation between organisations of persons with disabilities and Institute of Statistics and Economic Studies of Burundi.

Felm's partners recognise that women with disabilities are commonly less visible and in a more vulnerable situation compared to men with disabilities. Therefore, many project took special measures to take into account the intersection of gender and disability and ensure equal participation and safety of all participants. For example, in **the East Africa region**, a project focuses on strengthening women's resilience through supporting the rights of women and girls with disabilities in Burundi, Rwanda, and Tanzania, but has made deliberate efforts to ensure that men with disabilities are part of the advocacy work, too (XX750, EDAN). In **Nepal**, a project has made efforts to prioritise the representation and participation of women in community-based groups and activities, and 75% of peer support group members and 55% of advocacy group members are women. Appropriate measures are also taken to ensure the safety and security of women during group meetings (NP753 KOSHISH) This showcases how the intersectional approach further encourages partners to take action to improve the situation of the persons in most vulnerable situations.

However, the recognition of persons in the most vulnerable situations was not yet reflected in complete data disaggregation by gender and age. As the indicator data was only partly disaggregated, we only have indicative information, for example, on the age groups and gender of persons with disabilities participating in the awareness-raising and peer support activities. We, however, expect that the trainings provided to the partners will bring improvement to data disaggregation, as the issue seems to be related to a capacity gap in data collection and analysis.

6.5 Unintended Positive Changes and Results

Sometimes unexpected changes in project contexts can be seized on to reach unplanned positive outcomes. In **Colombia**, the contextual situation in the project region brought new opportunities leading to participation in national level advocacy actions. Advocacy platforms supported by the project also published a national level report on the right to water in strategic spaces, which was not initially planned (CO701 Lutheran World Federation). Sometimes the assessment of the situation will give the project management information that leads to prioritising some project activities over others. In **Tanzania**,

beneficiaries raised the issue of water as their main challenge and hence some of the anticipated actions were permanently replaced by water harvesting as part of adaptive management (TZ712, Tanganyika Christian Refugee Service). In certain contexts, an adaptive approach is the key to achieving any results at all. In **Myanmar**, the programme's continued and adaptive support to the project allowed the partner to take the time to negotiate and balance between the two opposing governance systems in a challenging environment, thus allowing project implementation in challenging circumstances (MM750, ECDC).

Some interventions produced unexpected results in addition to the expected results and learning and cooperation brought new ideas and possibilities for project implementation. In **Ethiopia**, crop production increase was an unexpected effect of the several benefits achieved by targeted farmers who engaged in biogas. Even though the major goal of biogas is to provide clean energy, the byproduct of the biofuel utilised as fertiliser has enhanced agricultural yield for households. The lesson is that integrating multiple interventions can have a positive effect on household income (ET712, EECMY - Development and Social Service Commission). In **Senegal**, the increased cooperation with local education inspectors encouraged the project to enrol the preschool children in a mutual health insurance scheme (SN701, ELS). A positive cross-fertilisation between projects in the **East-Africa region** was showcased, as a humanitarian food aid intervention was used to provide information on health services to persons with disabilities that had been developed with the support of another project of the programme. This increased the demand for the health care of persons with disabilities amongst an ethnic minority that had previously been hard to reach with these services (XX750, EDAN).

The programme also broadened networks and enhanced cooperation in the project areas and countries. For example, in **Cambodia**, the programme has further stimulated partners' networking with local authorities, other NGOs and the broader stakeholder network, leading to expansion of the programme's values and increased beneficiary enrolment (KH701, Integral Cooperation Cambodia & KH707, Epic Arts).

6.6 The Triple Nexus Approach at Felm

Felm's holistic approach in its programme work covers since a long period all three working modalities: humanitarian aid, development cooperation and peace programming of the triple nexus approach. Felm's humanitarian work is strongly linked to long-term development cooperation, complementing it in disaster situations and responding to humanitarian needs in Felm's programme countries. The work is carried out in close cooperation with local partners who have strong ownership of the work and knowledge of the country and local context. A good example of the triple nexus approach is the Education in Emergencies (EiE) project in Myanmar that supports children from internally displaced families to get primary education in the remote villages.

Since 2021, Felm has had an internal triple nexus working group with members from different branches of the organisation. One of the tasks of the group was to produce a triple nexus definition paper for the organisation, which was completed in late 2022. The group also exchanges experiences on the implementation of the triple nexus at Felm. Since completing the definition paper, the group has focused on strengthening the practical approach of the triple nexus at Felm, covering strategic guidance, PMEL issues, training, advocacy work and communication.

6.7 Cross-cutting Objectives and Mainstreaming

The three-level approach of cross-cutting objectives

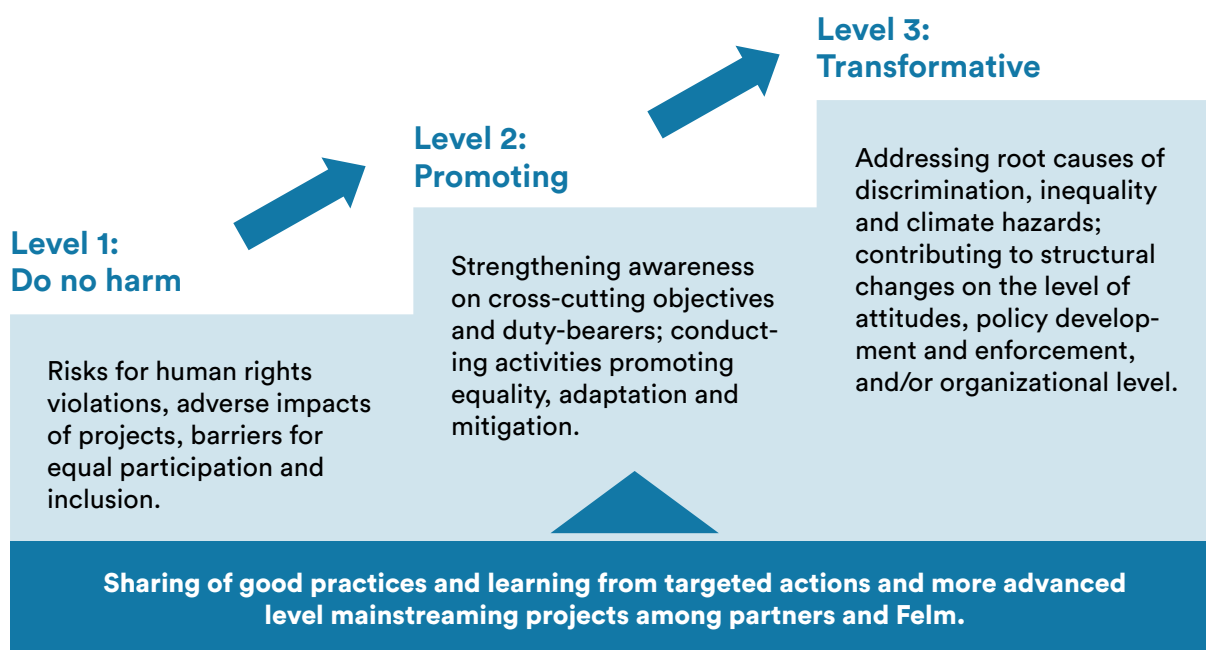
Felm's development cooperation programme was implemented with support of four cross-cutting objectives: inclusion of persons with disabilities, gender equality, climate resilience, and low emission development. The monitoring of the cross-cutting objectives is based on a three-level model, where the minimum standard is that no harm is done (level 1). In addition to meeting this minimum standard, some projects and programme elements take a more proactive role in promoting the cross-cutting objective (level 2) or at the most advanced level aiming at transformative changes in relation to these objectives (level 3). The first year focused on strengthening the first level, 'Do no harm', through extensive trainings provided for all of the Development Cooperation Programme's partners.

Climate resilience and low emission development

During 2022, the cross-cutting objectives of 'Climate Resilience' and 'Low Emission Development' were integrated into Felm's Development Cooperation Programme. All Felm's partners were trained on the cross-cutting objectives 'Climate Resilience' and 'Low-Emission Development', focusing on the three-level model as well as on targeted actions and mainstreaming. It is worth noting that in Felm's Development Cooperation Programme, half of the projects are related to climate resilience, which means that targeted actions from the perspective of the cross-cutting themes are already being addressed. Often referred to as 'adaptation', climate resilience is one of the major project activities across the programme. Furthermore, the trainings also focused on mitigation as the partners wanted to know how they could have a positive impact on the changing climate. Many of these climate mitigation activities, which fall under 'low emission development', are already realised as part of the targeted actions for example through planting trees, recycling, or promotion of wood-saving stoves.

During the trainings and the following good discussions, it became evident that the majority of partners have good basic knowledge of climate issues based on the trainings provided during the previous programme period. However, there was a need for a tool that the partners could use to measure their

Figure 5: Levels in mainstreaming of cross-cutting objectives in Felm's programme



actions in building and mainstreaming climate resilience. Therefore, Felm's climate advisors started to create an easy **tool which helps the partners to measure their level of adaptation** (climate resilience) **and mitigation** (low emission development) internally. The tool is based on Felm's '*Building Resilience to Climate Change and Disasters –Toolkit*', already familiar to the partners and widely applied by them in practice. The tool is meant for the partners' self-assessment on their level of climate actions, and the analysis of the partner's results can help Felm in monitoring and learning. The self-assessments further provide information to assess where the partners align in Felm's three-level model of cross-cutting objectives (do no harm, promoting, transformative).

Even though the tool focuses primarily on climate resilience and low emission development, it also touches upon other cross-cutting objectives – gender and disability inclusion. The tool is meant for all Felm's Development Cooperation partners regardless of whether the project's primary focus is on climate issues and gives useful guidance on projects' status and ways to improve through self-assessment during baseline, mid-term and endline reviews.

During 2023, this tool will be fully developed and ready for testing by Felm's selected partners during the mid-term assessment to set the tone for the rest of the programme as well as allow time for further adjustments before the next baseline phase of any future programmes.

Gender equality

Felm's strategy in its Development Cooperation Programme is to mainstream gender equality in all projects and to share good practices and learn from more advanced level projects in gender equality among partners and Felm, making use of the three-level model.

The work on supporting the further mainstreaming of gender equality in projects builds on the project planning phase. With the Felm team complete, the mainstreaming plan was kick-started during the autumn with detailed plans for capacity development and intersectional approach. During 2022, Felm focused on basic capacity development in gender equality to ensure that all Felm staff and partners share the same understanding of the three-level model and basic concepts. Given the diversity of gender norms and values in the countries of operation and considering the varied levels of gender equality between different settings, Felm's objective was to develop a gender training concept that is useful and accurate for all partners. Hence, reflecting on the partners' needs for the training, Felm opted for a country-specific approach instead of hybrid, region-wide trainings.

The planning of the gender training began during the second half of the year: Felm contracted a consultant to carry out a pilot training in December 2022 in Nepal. The training contents were designed in collaboration between Felm's gender justice advisor and training coordinator, together with Felm's country staff in Nepal and the consultant team. The training was carried out in a hybrid model where Felm's country staff in Nepal facilitated the two-day sessions. The training included familiarising the participants to basic gender concepts, such as do no harm, intersectionality, creating safe space and multiple gender identities. During the training the participants had a chance to explore gender norms, address local issues concerning gender and learn how to make and use gender analysis, as well as plan for widening gender awareness for the partner organisation. To improve the quality of the disaggregated data, the training also included modules on the topic. The pedagogical approach of the training was dialogue-based, and the workshop included multiple practical exercises on the issue. The Nepal partners appreciated the training and decided to conduct a peer –review of their progress in gender equality in future follow-up meetings. Felm's internal capacity on gender equality was built through a full day training for all of Felm's staff involved in the development programme.

An analysis of the gender disaggregated data of the programme indicators indicates that women benefitted from the programme. For instance, during 2022, 55% of the persons that were trained in disaster risk reduction and management (OPI1.1.2), and 58% of smallholders reached through measures to increase their sustainable agricultural production or access to markets were women (OPI1.3.1). Women were also involved in developing inclusive, quality education with a 53% share of the teachers or teacher education students trained on multilingual or mother tongue education (OPI2.1.1). However, most of the students of higher education are still male, and the language barrier for women is higher. When it comes to rights of persons with disabilities, female duty-bearers were somewhat underrepresented in capacity building on the topic with a share of 30% of women participating in sensitising or training sessions for government authorities and as political decision-makers on the Convention on the Rights of Persons with Disabilities and its implementation (OPI3.3.1). This may reflect women's unequal access to certain positions in the countries of operation.

To reliably monitor the programme's effectiveness in reaching all genders, the challenge for the following years of the programme is to develop partner capacity in providing gender-disaggregated data for programme indicators. Another capacity gap seems to relate to identifying non-binary persons and making sure they are not discriminated against. The issue is highly sensitive in many cultural settings, and a tailored, culturally sensitive approach must be adopted. Furthermore, most of Felm's programme indicators do not yet allow fully intersectional data, e.g., extracting the number of women with disabilities (overlapping disaggregation criteria of gender and disability) from the number of persons trained, even if this type of data is available on the profile of all project beneficiaries reached. However, noting the partners' current capacity gaps in data analysis skills, it is unlikely that reliable data would be received even if intersectional disaggregation was required. Therefore, the focus of the current programme period is on supporting partners to disaggregate data mainly based one criteria at a time.

Rights of persons with disabilities

For the cross-cutting objective of disability inclusion, Felm's priority development project for this programme period is to **expand the use of Washington Group (WG) data collection tools** to improve disability inclusive data collection and programming. The priority development project started with a pilot assessment of the WG tools and related capacity development sessions for partners.

Felm's developmental cooperation partners and regional staff were trained in disability inclusion. The purpose and objective of the one-day training sessions were to strengthen partners' capacity to assess, address and monitor disability inclusion in their own projects as well as to gain basic understanding of the main principles of disability inclusion in development cooperation projects.

Partners experienced that the trainings were much needed, as many of them have limited knowledge on disability inclusion in general. The shift in attitudes and interest to encounter disability was recognised, as learning about diversity, inclusion and models of disability was an eye-opening experience for many. The approaches of some of the partners to disability and disability inclusion have been limited to the medical or charity model. Therefore, the partners' capacity to internalise and broaden their approach from traditional individualist approaches to disability to human rights-based approaches was noticeable.

To mainstream disability inclusion in the projects, partners' knowledge on practical and meaningful ways to enhance disability inclusion in their day-to-day work was strengthened. As the partners' interest and understanding towards disability inclusion increased, the partners gained more clarity on possible actions and initiatives in their own work to make disability inclusion a reality. Although partners have willingness and interest to improve disability inclusion, they have had a lack of tools and practical ideas on how to move forward.

These training sessions were also the first stage of building partners' capacity on the use of Washington Group data collection tool. Partners gained basic knowledge about disability inclusive data collection and the main principles of the WG tool. Many of the partners were hearing about the tool for the very first time, so sensitisation had to be started from the very beginning.

In addition to the trainings, pilot assessments on the use of WG tools were initiated in Zimbabwe and Cambodia to gain firsthand experience about the use of the Washington Group approach at the project level. These pilot projects provide an opportunity to explore good practices and identify potential challenges, limitations, and strengths while using the Washington Group question sets.

In Cambodia, while the project Culturally Relevant Education for Indigenous Peoples (KH709, Epic Arts) aims to ensure that quality education is also available for persons with disabilities, the partner, Integral Cooperation Cambodia (ICC) has had challenges with gathering data concerning students with disabilities since this information is not available at schools. Therefore, the pilot was planned to focus on learning to utilise the Washington Group/UNICEF Child Functioning Module (CFM). In Zimbabwe, the pilot assessment was carried out with the Scaling Up Livelihoods and Resilience Programme (ZW705, Zimbabwe Council of Churches ZCC) by testing the use of Short Set of Functioning (WG-SS) question set in the household survey setting. The pilots started in 2022 by translating the WG tools into local languages and providing training to partners' staff.

The trainings clearly increased participants' understanding of the social model of disability, the Washington Group approach, and the importance of collecting disability inclusive data. As the participants' knowledge of the Washington Group tools was weak prior to the training, the training provided them skills to plan a household survey utilising the WG-SSs and CFM tools and collect the much-needed data on persons and children with disabilities in project areas. In Zimbabwe, data collecting, and analysis were finalised.

Both partners participating in the pilot reported positive feedback on the Washington Group tools. The tools were considered culturally appropriate and easy to use for identifying persons with disabilities at the population level. As the use of the word disability can introduce stigma, it was considered important that the tools enable identification of persons with disabilities without using the word disability in interviewing respondents. The partners also reported that gathering data on persons with disabilities supported planning future awareness-raising activities on disability inclusion and the rights of persons with disabilities and also identifying barriers for disability inclusion in their projects.

Despite the fact that the WG data collection tool was found to be a useful, sensitive, and practical tool for identifying persons with disabilities in the project's communities and for disaggregating data based on disability, Felm recognises that scaling up the use and implementation of the WGQ tool in the programme work globally is a long process. During the WG pilot it became clear that achieving quality implementation of the tools throughout the programme work requires in-depth training of partners' staff and enumerators, detailed planning, and preparation on the ground as well as multiple learning experiences for partners to practise and learn to use the tool properly in their work.

7. Sustainability and capacity development

7.1 Developing Felm's capacity

A holistic plan for both inhouse and partner training was developed during the autumn, with the aim to create a systematic and structured, workflow-based, jointly coordinated, and calendared learning plan, where training and learning serve the strategic implementation and performance of the programme. A planning tool was developed to ensure that the training meets the knowledge and pedagogical needs of the trainees. It further ensures that the regions are involved in the design of training and learning, and that the teams work on the training and learning plan for the whole programme period. The quality of training was enhanced by developing skills in training pedagogy and tailoring thematic training to target groups. Knowledge and understanding were further encouraged through South-South and South-South-Basic learning.

The inhouse training was initiated in February with climate resilience and in March with disability inclusion and child rights. In April, the humanitarian aid policy was presented to the staff. In September and November, the staff received a 2-day training in Result Based Management (RBM), and in October, training was given in gender analysis. During the autumn, brief introductions were given in the Triple Nexus approach, project manual and disability inclusion to all the staff.

7.2 Capacity development and strengthening of partner CSOs and churches

The capacity development of partner organisations is a major tool contributing to the outcomes and outputs of the Development Cooperation programme, enhancing quality, sustainability, and effectiveness. It also contributes to strengthening partner CSOs and churches, supporting their capacity to influence development in line with Agenda 2030. It gives partners tools to participate in CSO networks and influence decision-making via advocacy actions. It also supports their efforts in fundraising by developing their project and financial management capacity.

During the reporting period, the training and peer-learning plan was designed for the two first programme years under the responsibility of the thematic advisors and the training coordinator. The realised trainings included both targeted thematic and mainstreamed cross-cutting themes. Innovation and piloting were used to carry out the capacity development, combining both on-site and distance learning tools in hybrid sessions. The pilot sessions were assessed to identify good practices in carrying out cost effective capacity development and peer learning methods that bring partners closer together and promote learning between partners.

Partner capacity was also developed via one-on-one tailored advisory support or small workshops on issues such as project management, indicators, and financial management. This type of support was often given by the Felm regional staff who frequently interact with specific partners in the region and are well-placed to identify and address capacity gaps particular to a given partner. Also, Felm global thematic advisors were able to advise partners on specific thematic challenges during their monitoring visits to the project sites and partner offices.

The key partner trainings organised by Felm in 2022 are briefly presented in the table 6 below.

Table 6: Key capacity development events

| Partner training subject | | Target areas | Period |
|-------------------------------------|---|--------------------|------------------------------|
| Thematic trainings | Advocacy | All partners | April and June |
| | Inclusive education | All partners | May |
| | Climate change and DRR | All partners | May, November |
| | Washington group toolkit | Cambodia, Zimbabwe | December |
| Mainstreamed themes (cross-cutting) | Disability inclusion | Global | May |
| | Climate resilience, low carbon development and disability inclusion | All partners | September, October, November |
| | Gender equality | Nepal | November |

7.3 Sustainability of the projects

The sustainability perspective of projects must be kept in mind throughout the project span. Therefore, as part of the programme inception phase in 2022, projects drafted a separate Sustainability and Exit Plan. The planning form was provided by Felm and tested with Felm regional staff and some local partners before launching.

The Sustainability and Exit Plan outlines the project's desired state of sustainability at the end of 2025 and the chosen measures to achieve it. Sustainability is looked at considering five aspects: institutional, economic, socio-cultural, technological, and environmental sustainability. Partners were asked to consider particularly ways to strengthen the capacity, capability, and motivation of the local context to sustain the project results and take responsibility for the continuation after the project phase. The plan concentrates on ways to maximise sustainability, but also presents the phasing strategy and an initial action plan towards project exit. More specific exit plans will be produced in the third year of implementation (2024).

28 out of 32 projects (87.5%) submitted their Sustainability and Exit Plans. Some partners found it difficult to produce the exit plan at this early stage. In Myanmar, very complex and difficult political environment forced partners to constantly adapt their projects to the changing circumstances, and therefore Myanmar partners did not produce their S&E plans yet.

In general, at project level, rights-holders' strong ownership and understanding of the project's temporary nature, as well as continuous cooperation with local authorities, are considered the key to sustainability. Training and other means of capacity development throughout the project period are considered essential as well as building networks with other actors.

In community-based projects, like livelihoods and resilience projects, it is seen as important to build capabilities and strengthen the community structures to sustain and further develop operations and achievements. Advocacy towards authorities and awareness raising are important particularly in projects which promote inclusive and multilingual education and the rights of persons with disabilities. In education, teachers' training is considered a sustainability factor, as the gained capacities will stay with the teachers. To spread widely, it is seen as important to promote the piloted models and methods to be included in teacher training at the national level.

Felm monitors the sustainability development of the projects in connection with reporting and assessments, as well as through annual review discussions between the partners and Felm staff. Thematic trainings organised to partners on e.g., cross-cutting objectives (disability inclusion, climate resilience, gender) are intended to strengthen partners' competence and expected to contribute particularly

to environmental and socio-cultural sustainability of all the projects regardless their thematic area. Administrative coaching and financial monitoring are expected to strengthen the partners' institutional sustainability and enhance possibilities for economic sustainability. Some partners also expressed their willingness to increase their own fundraising but would need training on this subject.

Regarding the exit strategies, as expected, most projects chose to transfer the project operations gradually to the communities, schools, institutions, or other actors, and to the local government as duty-bearers. By 2025, only one project plans to phase out completely. 29% of the projects plan to phase out partly by withdrawing from areas where the local context has reached a certain level of competence, or by handing over certain operations to local actors. Most projects hope to continue with a new project phase after 2025, either with Felm's support or another funding.

8. Risk management

8.1 Risk management development in 2022

Felm's integrated risk management system consists of risk management at the different levels of operation (organisation, programme, regional and programme level). The system and process at different levels is described in the Felm Development cooperation programme's PMEL-plan and other programme documents.

Risks at the programme level are assessed annually, mostly based on the country-specific reporting from Felm staff in the regions. The risk data, consisting of an assessment of probability (on a scale of 1-5) and impact (on a scale of 1-5) of each programme-level risk per country, as well as information on materialisation of the risk and risk mitigation measures implemented, is compiled via Felm's web-based reporting system as a part of the annual reporting cycle. This allows for analysis of risk trends and informs management on key areas where risk management needs to be reinforced. The web-based reporting system also allows Felm to keep record of risk materialisation. Some programme level risks, however, are assessed annually by the programme management. These are risks that the programme management is better placed to assess, such as risks related to cuts to the ODA funding in Finland. Felm field staff continuously monitor the operational environment and partner's project management and implementation and keep the Regional Director, as well as the Programme management in Helsinki up to date of any urgent or unexpected developments. These are dealt with as part of regular programme management on a continuous basis.

During 2022, the **development needs of the risk management process, tools and structures** were discussed at the Programme level. Felm's risk appetite, as well as clarifying and enhancing the linkages, roles, and cooperation between the organisational, regional and programme level risk management were identified as areas of improvement of risk management process and structures. A management audit, commissioned by the programme's donor Ministry for Foreign Affairs of Finland and executed by KPMG, was launched at the end of the year 2022. Simultaneously, discussions were taking place at the organisational level on the development of the internal audit function. It was therefore decided at the programme level that any major moves in development of the risk management system should be postponed to a later stage to make use of the management audit recommendations and move in synchrony with the organisational level.

The rapidly evolving and volatile global operational environment posed new risks to the Programme in 2022. As a part of the Annual Programme Review meeting 2022, new risks were identified. These

were related to information warfare undermining Felm's rights and knowledge-based approach, cuts on development finance in Finland due to change of government, and duty-bearers' faltering commitment to the implementation of the Convention on the Rights of Persons with Disabilities (CRPD) as a consequence of various overlapping and deepening global and national crises. The Programme's **risk register was updated** accordingly in December 2022. Simultaneously, two other risks were dropped from the risk register as they had for multiple years been assessed to be at a low level.

8.2 Risk levels, risk materialisation and response

The Programme's risks were reassessed during the first phase of the annual reporting period from the end of 2022 to early 2023. The risk level of each risk at the Programme's risk register was determined as the average of the risk level reported by country, apart from the risks assessed by Felm Helsinki. **The level of external risks was mostly assessed to be at a moderate level** (7 to 12 on a scale of 1 to 25). However, **two external risks were at a high level**: the risk related to general negative economic or development trends, and the risk related to climate change and natural disasters. **Both risks were also reported as having partially materialised in almost all operating countries.** The two risks are somewhat interlinked, as climate change is one of the major factors challenging development and fragilising economies. Other factors that contributed to the negative economic and development trends were the international tensions, war in Ukraine, inflation, food and energy crises and the aftermath of the pandemic shock on economies. The inflation impacted the programme, as costs of various activities increased, and budgets were adjusted in response, especially in **Ethiopia**. In **Myanmar**, where the military coup added to the economic volatility, the project budgets were in euros to protect them from inflation. The global food and energy crises and inflation also affected the programme's target communities and rights-holders, weakening their food security and livelihoods – elements that the programme seeks to improve. It remains to be seen how this will affect the programme's outcome and impact results. Climate change impacted the communities and rights-holders in all operating countries, and project implementation had to be adapted in Cambodia, Colombia, Nepal, Senegal, and Zimbabwe due to unexpected weather conditions or disasters. In Nepal and Colombia, the weather conditions affected the possibility to access the project sites for monitoring at times. However, these only had minor impact on the programme as partners were able to adapt plans according to the situation.

Various other external risks materialised in 2022, even if their risk level was assessed as moderate at the programme level. Most of the materialised risks concerned **Myanmar**, where the military coup had grave consequences on freedom of speech and CSO operational space, making cooperation with the duty-bearers very complicated, causing an economic and security crisis and limiting project implementation and monitoring. Due to the security situation, monitoring missions cannot be carried out by Felm's staff, but by the local staff only. Mitigation measures included adapting project plans and monitoring activities, following the situation closely together with the partners and the Finnish Embassy in Yangon.

Internal risks, which include risks related to Felm and partners, were also at a moderate level. No internal risks were assessed to be at a high (13 to 19 on a scale of 1 to 25) or critical (20 to 25) level, while one internal risk was at a low level (6 or below). In **Zimbabwe**, the partnership with Jairos Jiri Association ended and the project that the partner was supposed to implement in 2022-2025 was not launched. This obviously had great impact on the programme's possibility to advance the rights of persons with disabilities in Zimbabwe. In **Tanzania**, discriminative attitudes limited the participation of women and persons with disabilities in project work. Targeted action to ensure participation of

these discriminated groups was used in response. The identification and participation of persons with disabilities remained a challenge in many operating countries as families tend to even hide persons with disabilities. This risk didn't however have any major impact on the participation of persons with disabilities to the programme as clear guidelines were in place since the project planning.

In **Myanmar**, risks of participation to the programme were considered high to both partner organisations and beneficiaries. Indeed, a new law from October 2022 made it necessary to adapt project activities, and for example the cooperation with formal education system had to be postponed. Also, Felm's partners are in a lengthy re-registration process with limited possibilities to operate during the process. Therefore, Felm's partners were forced to adapt their operations according to the existing realities. It was also noted that in many other contexts too, partners who are vocal about human rights abuses expose themselves to potential consequences, such as the Zimbabwean Council of Churches in Zimbabwe. Usually partners however are best placed to judge when the risks to beneficiaries or the partners themselves are too heavy and a particular activity should be avoided. The risk of limited capacity of personnel and personnel changes impacting implementation materialised to some extent in all the operating countries as well as at Felm.

In **Cambodia**, project implementation was reported to have been slower than expected due to personnel changes at partner organisations. One Cambodian partner revised their salary levels to help retain staff. In other operating countries, capacity level of staff varied, and capacity development needs were identified. Changes in both Felm and partner staff took place, affecting project implementation, cooperation, and project monitoring to some extent. These, however, did not have any major impact on the programme entity. At Felm, the capacity of new staff members was developed through an onboarding programme. Human resources were increased as positions were fulfilled during the year, and towards the end of the year, steps were taken to include in the programme a new regional position who would provide support in the event of personnel changes.

9. Monitoring, evaluation, and learning processes

9.1 Implementing and developing the M&E processes

Felm monitored the programme and projects according to the programme's PMEL-plan. Partners had their own M&E plans that guided the project monitoring by the partner. **Programme monitoring** was conducted at the levels of the global programme and the projects. At the programme level, the monitoring focused on the programme results, cross-cutting objectives, programme finances, as well as programme context and risks. It formed the basis for programme-level decision making, learning and programme improvement, reporting to Felm board and donors, as well as to the Felm communications.

Programme results monitoring was mainly done via programme indicators, which were integrated into the projects. In the first half of 2022, **the programme and project level indicator baseline and target values were set**. Due to a recent organisational change at Felm, this was done with the support of a consultant who gave instructions on baseline data collection to partners and Felm regional staff and compiled the impact and outcome indicator baseline values. In addition, the consultant provided coaching and needs-based support on identification of baseline data and setting target values for partners and Felm Regional Programme Managers. The process was delayed from the initial schedule as data was received from some partners later than expected. It also took time to internalise the approach,

as it was new to Felm and partners. Due to this, the programme level baseline setting was somewhat incomplete by the time the consultant submitted the final report on the assignment in June 2022. Felm internally defined the target values for impact and outcome levels in August 2022 based on the baseline report of the consultant and the data from projects. For output indicators, the baseline value was mostly zero by definition, but for some, the baseline value was defined by Felm Helsinki based on the data available from partners by December 2022. However, these were still based on incomplete data, and subject to change as information is received from partners. This is expected to be a somewhat slow process since it includes addressing certain capacity gaps. For certain indicators, it was decided to use the 2022 reported values as the baseline, as the character of the indicator would require for the work to have fully started to be able to define the baseline.

Project monitoring on the Felm side is the responsibility of Felm's field staff in each operating region or country. Project monitoring includes, among others, reviewing the partner's project reports, on-site field trips to monitor project implementation according to Felm and donor standards, on-site visits to partners' offices for financial and project management monitoring, interviews with duty-bearers and rights-holders, and holding annual project review meetings with the partner organisation. However, in 2022, the project review meetings were not yet implemented, as all the efforts were put into getting the projects up and running, and this type of reflective practice, aiming for project improvement, would not yet have made much sense. It was decided to implement it from 2023 onwards.

During 2022, Felm staff made **60 in-person monitoring visits to projects**, either within the regions or from Helsinki. These included both field visits to the project sites, as well as monitoring meetings at the partners' offices or other locations. The monitoring visits allowed Felm staff to observe and discuss project quality, progress, and results, to coordinate with other donors, and assess partner M&E, administrative and financial administration capacity, among others. Remote monitoring was widely used, too, including virtual meetings with project and partner staff on Teams and Zoom, phone calls, written communication by e-mail, written standard reports, WhatsApp, and Telegram communication to share information, documents, and pictures, as well as making use of the Felm remote financial monitoring tools.

For projects in Myanmar, it was not possible to organise in-person monitoring visits to the project sites or partners' offices in Myanmar due to security issues and COVID-19, but a meeting was held in Bangkok with partner representatives to finalise the project plan (MM702, LSDO) and monitor project progress (MM750, ECDC). Remote financial monitoring was conducted on one of the Myanmar projects (MM750) by the Regional Financial Coordinator. Certain other projects in Nepal (NP704, United Mission Nepal) and in Ethiopia (ET707, ET716, implemented respectively by the Development and Social Service Commission EECMY and the Lutheran World Federation) did not receive monitoring visits either due to e.g., security issues, challenging access to the project area caused by weather conditions, and restrictions on monitoring imposed by the government. Remote monitoring practices were still available and e.g., project reporting and other communication with project staff made it possible to oversee progress and discuss administrative issues. Monitoring visits were planned for the following year.

Financial monitoring was further developed during 2022. The new financial monitoring process, including Excel tools, instructions, and a checklist, originally developed during the COVID-19 pandemic as a support for remote financial monitoring, were widely launched in the programme monitoring in 2022, to be used both on-site and remotely. The uptake of the new process and tools was supported by the administrative coordinator (finance), and the tools were further developed based on observations during the on-site financial monitoring with a grass-roots partner in Zimbabwe. Plans were drafted for

the roll-out of the process to all the programme's projects over 2022 and 2023. Altogether in 2022, the new financial monitoring processes was started with 12 partners, covering 14 projects. Most of these monitoring processes were expected to be finalised and reported in 2023.

In early 2022, **digital data collection via Kobo Toolbox was piloted** in a climate resilience project (ET712, EECMY) together with an Ethiopian partner who had some previous knowledge of the tool. KoboToolbox is a free, open-source platform for the collection, management, and visualisation of data, available to be used offline and on mobile devices. The tool was used to collect the data for the pilot project's indicator baseline values. The survey was created by Felm Helsinki and the partner in Ethiopia trained the data collection team and oversaw the collection of data via the mobile application. During the year KoboToolbox was also used in other instances by the partners and Felm. An informal community of practice started forming around the topic within Felm. Lessons learned from the pilot and other experiences with the tool included the importance of the training of the data collection team on how to conduct the survey and what is meant by different terms used in the survey, for them to be able to correctly identify for example, a wood-saving stove. The phase of data analysis was also identified as a critical point which should be well planned. Also, it became apparent that there were synergies between the development of digital data collection and other M&E-related pilots within the programme, such as implementing the Washington Group Short Set of questions for disability inclusive data collection. Surprisingly also, developing digital data collection seems to open a new perspective for Felm programme to learn more about the partners' M&E-related practices and challenges. It was planned to continue with the development of digital data collection to allow for more partners to collect Felm programme indicator data via Kobo toolbox in the mid-term assessment of the programme.

Felm launched new project reporting formats for partners to use in their semi-annual and annual reporting on projects. These included both narrative report formats as well as annexes such as the results reporting matrix template. Formats were developed by Felm to ensure harmonised reporting standards for all projects and partners across the programme. The new formats were slightly lighter than the formats from the previous programme period, and they reflected the themes, objectives, and approaches of the new programme period. In autumn 2022, Felm's PMEL team started working on the **development of the Felm online project reporting portal** to align it with the new development cooperation programme's Theory of Change as well as the programme's PMEL plan, tools, and processes, such as the new programme indicators. Another objective was to streamline the reporting to enhance its quality and effectiveness. A major setback in this development project was the absence of a system administrator for the portal towards the end of the year, which delayed the project and made cooperation with the technical consultant challenging. This had consequences for Felm's internal annual reporting 2022, creating challenges with reporting deadlines and negatively affecting the quality of reporting. However, the changes in the reporting portal were necessary and eventually successful, laying groundwork for smoother reporting during the following years of the programme.

Felm's internal **monitoring and evaluation capacity was built** via a two-session training on results-based management to all programme staff in autumn 2022, given by a consultant. The trainings were basic level trainings, seeking to ensure that all relevant staff are familiar with the basic concepts of RBM, such as Theory of Change, indicators, monitoring, and how to apply these in programme and project PMEL. Training included plenty of case study examples of Felm's projects. Felm developed its internal evaluation capacity also by participating in an evaluation study group of development cooperation NGO's, coordinated by Fingo.

Felm's implementing **partners' capacity gaps in monitoring and evaluation were identified** over the reporting year via observations made during the baseline data collection, semi-annual reporting,

monitoring visits and trainings on cross-cutting objectives. Especially data disaggregation and analysis seemed to be challenging for many partners. These were taken into consideration when planning various trainings and peer-learning activities for the following year, as well as giving one-on-one support to partners when possible. The new **Felm Project Manual was launched** in June 2022 and translated into Spanish and French. The manual includes multiple chapters on PMEL-related issues (e.g., managing for results, RBM, project identification, project planning, general administrative management and reporting, MEL) and can be used by partners as a support when planning their monitoring and evaluation processes, as well as other project management issues. The manual replaces the previous manuals used by Felm's past programmes, in an effort to harmonise project management practices within Felm's work beyond the Development Cooperation programme, bringing project management guidelines under one single manual. However, noting that especially in terms of financial management, the standards are significantly different depending on the donor, the manual includes a separate chapter for the Development Cooperation project's financial management, as well as some other specific guidelines and templates depending on funding.

The meta-evaluation of the previous programme period 2018-2021, assessing the programme against the criteria of sustainability, impact, efficiency, effectiveness, and relevance, was finalised in March 2022 and the Felm management response to the evaluation's recommendations, identifying follow-up action to implement them, was given in May 2022. The meta-evaluation was discussed in more detail in the Annual Report 2021. Towards the end of the year, Felm was selected to a pilot of a **Review of the Finnish CSO Recipients Programme-Based Support** organised by the MFA. The objective of the review was to assess the quality of Felm's programme management and oversight of the programme portfolio. The review was carried out by KPMG in November-December 2022, and the review report was received in 2023.

9.2 Learning within the programme and programme management

Developing and systematising the learning processes within and between the programme, projects, partners and Felm, including the Felm regions, has been the ambition of the new Development cooperation programme period 2022-2025. At the same time, while learning processes are becoming more systematised, it is recognised that they also need to be adaptive, and learning is a matter of organisational culture rather than a set of pre-identified processes and events, as opportunities for learning present themselves continuously.

The main learning event in the annual cycle of the programme is the Annual Project Review meeting (APR), which was held for the first time in its new form in November 2022. The APR meeting is a forum for monitoring, learning and development of the programme, supporting the implementation of results-based programme management and strengthening shared ownership of the programme. In 2022, the meeting brought together the Development Programme Management, the Diakonia and Development team, Regional Directors, and Country Directors. The meeting focused on identifying and analysing changes in the global context since the programme was planned, risk management and the lessons learned from the inception phase of the programme. The discussion on context changes and risks was informed by analyses prepared by relevant thematic experts, built around the different outcomes of the Theory of Change. This allowed to assess, among others, if the programme's ToC had remained relevant, and if any changes were necessary. Lessons learned from the inception phase of the

programme were identified, and the Regional Programme Managers' feedback, collected via the MFA support group meetings, was fed into the discussion. It was decided that in 2023, the implementing partners should be included in the APR process in one way or another.

A report was drafted based on the meeting presentations and discussions, to be presented to the Management team of the International Department. The APR findings and recommendations supported the development of the programme's annual plan and risk management for 2023 and formed a source of information for the programme's annual report on 2022.

A draft agenda template was developed for the Annual Project Review discussions, which form a part of the monitoring and learning processes at the project level. The agenda template was to be tested in early 2023 before finalising it. It included items to be discussed between Felm staff and the partner, with the objective of improving and standardising the quality of monitoring on certain topics such as risk management and sustainability, which are sometimes hard to capture in written reporting and which by nature require dialogue between the partner and Felm. The agenda template also included items that are not purely related to routine project management and where Felm's thematic advisors can have a role to play in supporting partners and learning from partners. These include topics such as project improvement, good practices and lessons learned. The Annual Project Review discussions can serve as one of the tools in a learning process where thematic advisors facilitate learning and dissemination of good practices between partners. The annual project review discussions are also planned to produce material for the programme level learning, but the exact process is still under development and can look slightly different annually, depending on the learning agenda.

Other learning-related activities and processes included Felm's internal communities of practice, bringing together Felm's thematic advisors around various topics such as gender, climate, food security, education, advocacy, and rights of Persons with Disabilities, as well as the discussion on and dissemination of evaluation findings and recommendations. In 2022, the 2018-2021 development cooperation programme's meta-evaluation findings and recommendations were discussed internally between the Felm international department's staff and Felm management, and the report was diffused to all Felm staff. This enhanced learning and allowed to develop a better management response to the evaluation's recommendations.

APPENDICES

2. Updated results framework
3. Updated risk matrix
4. Financial report (against the approved annual budget)
5. Auditor's report
6. Programme projects and partners 2022
7. Communications results report