

2024 ANNUAL REPORT

Annual Report for the
Ministry for Foreign
Affairs of Finland and its
Programme Based Support

WORLD VISION NORDIC



Contents

1. SUMMARY	1
2. THE PROGRAMME	3
2.1. SAFER TOMORROW FOR THE CHILDREN OF EAST AFRICA	3
2.2. PROGRAMME ALIGNMENTS	4
2.3. OPERATIONAL CONTEXT: EAST AFRICA	5
2.4. CROSS-CUTTING THEMES	7
3. PROGRAMME RESULTS	10
3.1. OVERALL PROGRESS	10
3.2. RESULT AREA 1: CHILD PROTECTION	11
3.2.1. Introduction	11
3.2.2. Progress in 2024	12
3.2.3. Lessons Learnt and Adaptation	15
3.3. Result Area 2: Youth Employment and Empowerment	16
3.3.1. Introduction	16
3.3.2. Progress in 2024	17
3.3.3. Lessons Learnt and Adaptation	19
3.4. RESULT AREA 3: RESILIENCE, LIVELIHOODS AND SOCIAL ACCOUNTABILITY	21
3.4.1. Introduction	21
3.4.2. Progress in 2024	22
3.4.3. Lessons Learnt and Adaptation	24
3.5. PRIVATE SECTOR COLLABORATION	25
4. COMMUNICATIONS AND ADVOCACY	27
5. PROGRAMME MANAGEMENT	30
5.1. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING	30
5.2. RISK MANAGEMENT	34
5.3. HUMAN RESOURCE MANAGEMENT	35
5.4. FINANCIAL MANAGEMENT	36

List of Annexes

- ANNEX 1. SDG Alignment WVFIN 2022-2025
- ANNEX 2. Updated Results Matrix 2024
- ANNEX 3. Revised Risk Matrix
- ANNEX 4. WV Nordic Aggregate Indicators 2024
- ANNEX 5. WV Nordic Financial Report 2024
- ANNEX 6. WV Nordic Audit Report 2024
- ANNEX 7a. World Vision Finland Mid-term Evaluation Report 2024
- ANNEX 7b. World Vision Finland Mid-term Evaluation Management Response
- ANNEX 7c. Alternative Rite of Passage Approach in Ending FGM in West Pokot,
Kisii and Nyamira Counties in Kenya Evaluation Report
- ANNEX 7d. Alternative Rite of Passage Approach in Ending FGM in West Pokot,
Kisii and Nyamira Counties in Kenya Evaluation Management Response
- Annex 7e. Ejo Heza Project Mid-term Evaluation Report
- ANNEX 7f. Ejo Heza Project Mid-term Evaluation Management Response
- ANNEX 7g. Review of the Finnish CSO recipients of the MFA's Programme-Based
Support: World Vision Finland
- ANNEX 7h. Review of the Finnish CSO recipients of the MFA's Programme-Based
Support: World Vision Finland. Recommendation follow-up table.

Acronyms

AP	Area Programme
ANC	Antenatal Care
ARP	Alternative Rites of Passage
CSO	Civil Society Organisation
CEFM	Child, Early and Forced Marriage
CRPD	Convention on the Rights of Persons with Disabilities
CPA	Child Protection Advocacy
CVA	Citizen Voice and Action
DRC	Democratic Republic of the Congo
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECHO	European Civil Protection and Humanitarian Aid Operations
EU INTPA	European Union International Partnerships
FBAK	Finnish Baby Aid Kit
FGM	Female Genital Mutilation
FMNR	Farmer Managed Natural Regeneration
HCIA	Household Cluster Implementation Approach
HEAT	Hostile Environment Awareness Training
IDP	Internally Displaced Person
ISF	International Solidarity Foundation
MEAL	Monitoring, evaluation, accountability, and learning
MFA	Ministry for Foreign Affairs of Finland
MTR	Mid-Term Review
MWD	Men with disability
NGO	Non-Governmental Organisation
PMEAL	Planning, Monitoring, Evaluation, Accountability, Learning
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
PWD	Persons with Disabilities
RBM	Results-Based Management
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SST	Strategy Support Team
TVET	Technical and vocational education and training
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
WASH	Water Sanitation and Hygiene
WV	World Vision
WVI	World Vision International
WV Nordic	World Vision Nordic
WWD	Women with disability

1. SUMMARY

In October 2024, World Vision Finland officially changed its registered name to World Vision Nordic. The change reflects the World Vision Partnership's ambition to strengthen its presence and operations across the Nordic countries in the coming years and to broaden its donor base. The new name does not affect ongoing operations. World Vision Nordic continues its mission to work with the most vulnerable children, families, and their communities to overcome poverty and injustice.

During the reporting period, a trend toward increased fragility was evident across East Africa. Escalating conflicts, civil unrest, and intensifying climate and environmental challenges placed mounting pressure on already vulnerable systems. This was particularly pronounced in Uganda, Rwanda, and Burundi, in both refugee contexts and among internally displaced people and refugees arriving from neighbouring countries such as Sudan, South Sudan, and the Democratic Republic of Congo.

The third operational year of the Ministry for Foreign Affairs of Finland funded development programme Safer Tomorrow for the Children of East Africa was successful and continued to make steady progress toward its intended goals. An external review conducted in 2024 confirmed the programme's positive trajectory. Important advances were made in several areas. The programme's work on school meals, undertaken as part of World Vision International's global advocacy campaign Enough, yielded tangible results in Rwanda and Kenya. In Kenya, the programme supported WV Kenya's advocacy efforts toward the national Parliament and county governments, strengthening commitments to the provision of school meals for children. In Rwanda, collaboration with the private sector through the Finnish Baby Aid Kit project contributed to improved maternal and child health and an increase in facility-based deliveries in the project areas. This initiative also reinforced World Vision's strategic partnership with the Rwandan Ministry of Health, laying the foundation for future collaboration with Finnish actors.

Another highlight was the joint evaluation with the International Solidarity Foundation on the Alternative Rites of Passage approach in Kenya. The evaluation was a major success, validating the effectiveness of the model in supporting the abandonment of female genital mutilation and opening new opportunities for partnership.

Overall, the programme interventions directly or indirectly reached nearly 400,000 people. Approximately three percent of participants were persons with disabilities, and the number of women and girls reached was slightly higher than that of men and boys. Children accounted for 39 percent of direct participants, as presented in Table 1 below.

Category	Number	Percentage
Programme Direct Participants 2024		
Men	28 600	28 %
Women	34 976	34 %
Boys	19 276	19 %
Girls	20 609	20 %
Men PWD	1 054	1,0 %
Women PWD	1 136	1,1 %
Boys PWD	340	0,3 %
Girls PWD	353	0,3 %
PWD total	2 883	3 %
Total	103 461	

Category	Number	Percentage
Programme Indirect Beneficiaries 2024		
Men	83 629	29 %
Women	87 774	31 %
Boys	59 975	21 %
Girls	54 271	19 %
Men PWD	2 063	1 %
Women PWD	2 283	1 %
Boys PWD	2 228	1 %
Girls PWD	1 688	1 %
PWD total	8 262	3 %
Total	285 649	

Table 1. Project Participants disaggregated by gender and ability.

Based on the results analysis for 2024, the Programme is making progress towards its goal of enhancing the safety, protection and empowerment of children and youth, enabling them to become agents of change within their families and communities. Among the three result areas, the most consistent progress has again this year been observed in child protection and participation. Efforts related to youth employment are beginning to show positive outcomes, with clear advancements compared to the previous year. Progress is now more visible, particularly at the output level. Additionally, the Programme has strengthened the resilience and capacity of families and communities to engage in social accountability processes. While meaningful annual progress has been made, a few indicator targets have not yet been fully met. However, the mid-term review revealed that the Programme's overall progress and impact go beyond what the indicators alone suggest.

The total costs for the 2024 implementation of the Programme amounted to €3,876,783. The cost structure aligned with the original plans, with 79% of the total directed to partners for programme implementation. Key figures and programme activities for 2024 are summarised in Figure 1 below.

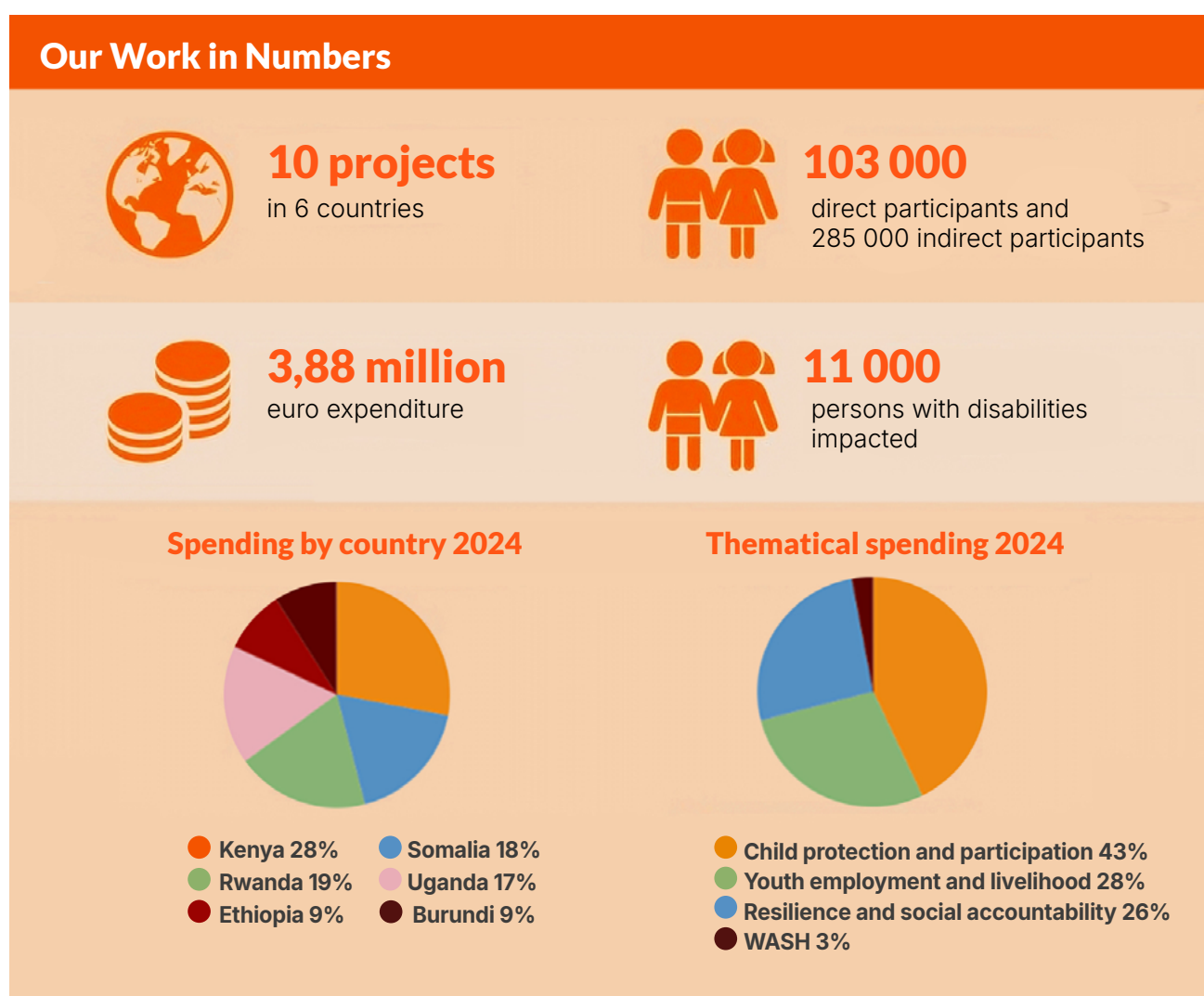


Figure 1. The programme work in numbers 2024

2. THE PROGRAMME

2.1. SAFER TOMORROW FOR THE CHILDREN OF EAST AFRICA

The main objective of the Safer Tomorrow for the Children of East Africa Programme is to contribute to the realisation of child rights and protection of the most vulnerable children and youth in East Africa. The Programme has three thematic result areas: 1. child protection 2. youth employment and empowerment and 3. building resilience in terms of strengthening economic, social and climate resilience of families and communities. Furthermore, the Programme has strong focus on strengthening civil society and promoting the rights of persons with disabilities and women. Close cooperation with formal and informal duty bearers such as traditional and religious leaders is considered critical element in the programme implementation and for the attainment of programme results. Promoting positive mental health of participants and providing psychosocial support when needed is important. In addition, WV Nordic applies the triple nexus approach (humanitarian – development – peace) and the conflict sensitivity/do no harm principles especially in the context of refugees and host communities. The Programme is also actively working with the private sector.

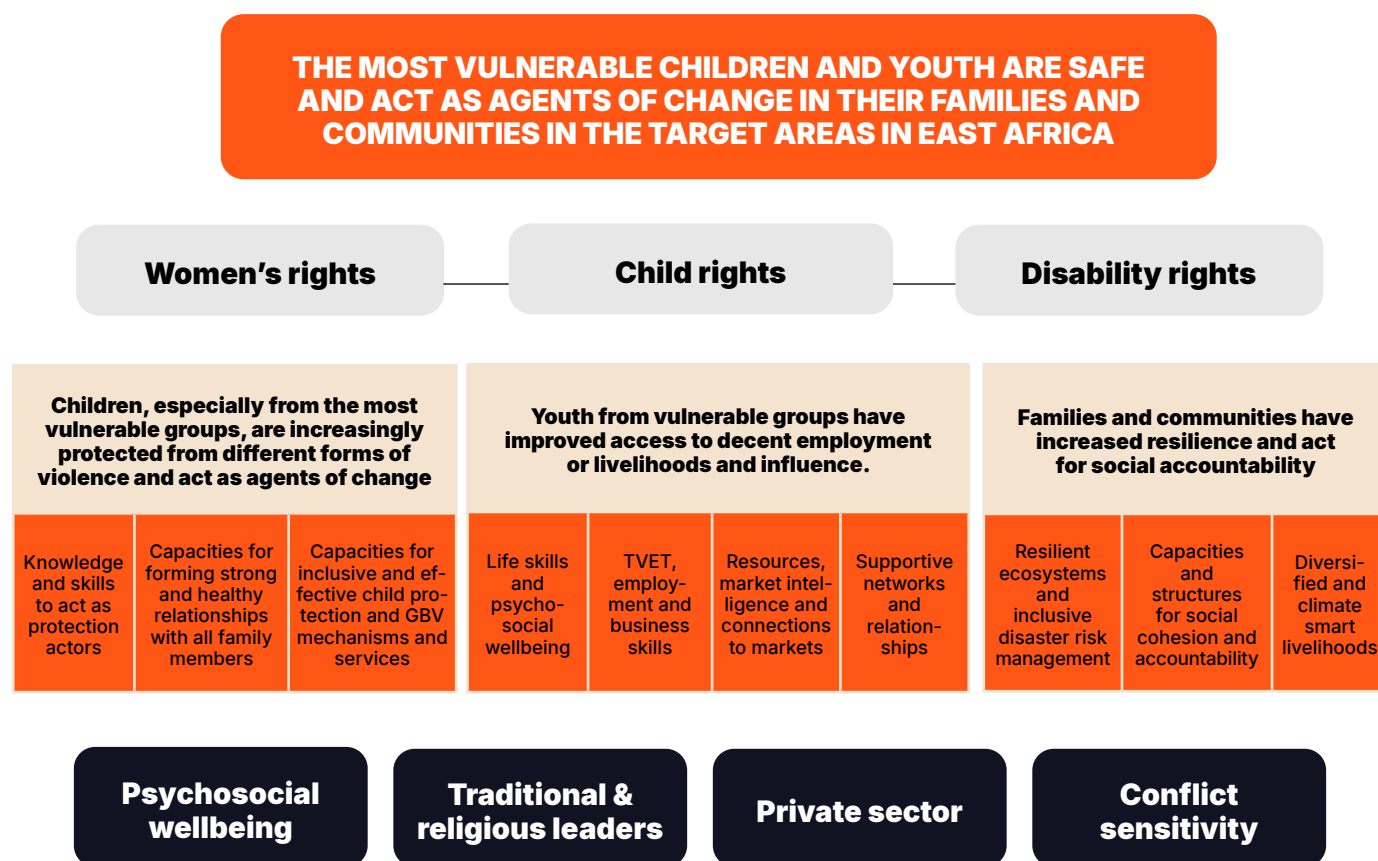


Figure 2. The Programme's simplified Theory of change

The Programme's Theory of Change outlines how the three result areas are suggested to contribute to the overall impact objective. Through implemented activities, the Programme seeks to strengthen safe environments where children can grow, and youth can thrive. It assumes that children who are empowered with awareness of their rights can protect themselves, educate and protect their peers, and, with the support of duty bearers, contribute to safer communities.

Another key assumption is that youth who lead financially and socially fulfilling lives are more likely to contribute to the safety and well-being of their communities, including the most vulnerable children. Similarly, resilient families and communities are better equipped to nurture, care for, and protect vulnerable children from various shocks and stresses caused by man-made or natural disasters, or harmful coping mechanisms.

While all three outcomes are essential to achieving the overall impact, they are also strongly interlinked:

- **Child Protection and Youth Employment:** Experiencing violence in childhood often has long-term negative effects on children's wellbeing, including learning difficulties, challenges in employment, and social interaction. Thus, child protection lays the foundation for successful youth empowerment and employment. In turn, youth with adequate income and strong self-esteem are more likely to establish caring, protective relationships with their own children and others in their community.
- **Resilience and Child Protection:** Families and communities with greater resilience and social accountability are better positioned to protect children from all forms of violence. An improved understanding of child protection contributes to stronger community advocacy, enhanced family relationships, and more robust social protection systems —further reinforcing both resilience and accountability.
- **Resilience and Youth Employment:** Resilient communities create enabling environments for youth to access decent work and sustainable livelihoods. Communities with stronger capacities for social accountability are better positioned to promote and protect youth rights. Youth who earn decent income, in return, support their families and enhance community resilience. Constructive youth engagement also contributes to peace and social cohesion.

WV Nordic's programme approach is human rights-based, aimed at strengthening the capacities of both rights-holders and duty-bearers. An active civil society is essential to promoting sustainable development, ensuring local ownership, and sustaining results. World Vision's work is grounded in international human rights frameworks, particularly the Convention on the Rights of the Child. It recognises that rights come with responsibilities and that achieving rights requires the coordinated efforts of multiple duty-bearers. Programme implementation is guided by core human rights principles: Indivisibility, equality and non-discrimination, participation and inclusion, accountability, and transparency. The Programme remains assessed as human rights progressive. In Somalia, the projects are considered human rights transformative, and the projects in Ethiopia and Kenya (Alale) also demonstrate transformative elements. Thematically, child protection remains the area with the strongest human rights commitment. Activities focus on addressing the root causes of violence and building capacity at multiple levels, from children and families to schools and child protection authorities. Efforts are made to build community trust in government institutions and strengthen institutional capacities. These actions enhance accountability in respecting, protecting, and fulfilling human rights, and contribute to long-term legal and policy changes, particularly regarding violations such as harmful traditional practices like FGM.

2.2. PROGRAMME ALIGNMENTS

The Programme contributes significantly to Finland's development policy goals, particularly by improving the status of women and girls, promoting the rights of persons with disabilities to live without discrimination, stigma, and violence, and improving access to decent work and livelihoods and income for vulnerable groups, such as the youth and refugees. Specific targets

related to climate change mitigation and adaptation, and sustainable use of natural resources are addressed with a focus on strengthening the sustainable management, use, and protection of renewable natural resources and ecosystems, particularly forests. By enhancing ecosystem restoration and improved disaster risk management (DRM), WV Nordic's Programme also contributes to Finland's development objective of reducing the vulnerability of people and communities to extreme weather events and natural disasters. In line with Finland's priorities, the Programme focuses on strengthening civil societies by empowering the local communities in multiple ways.

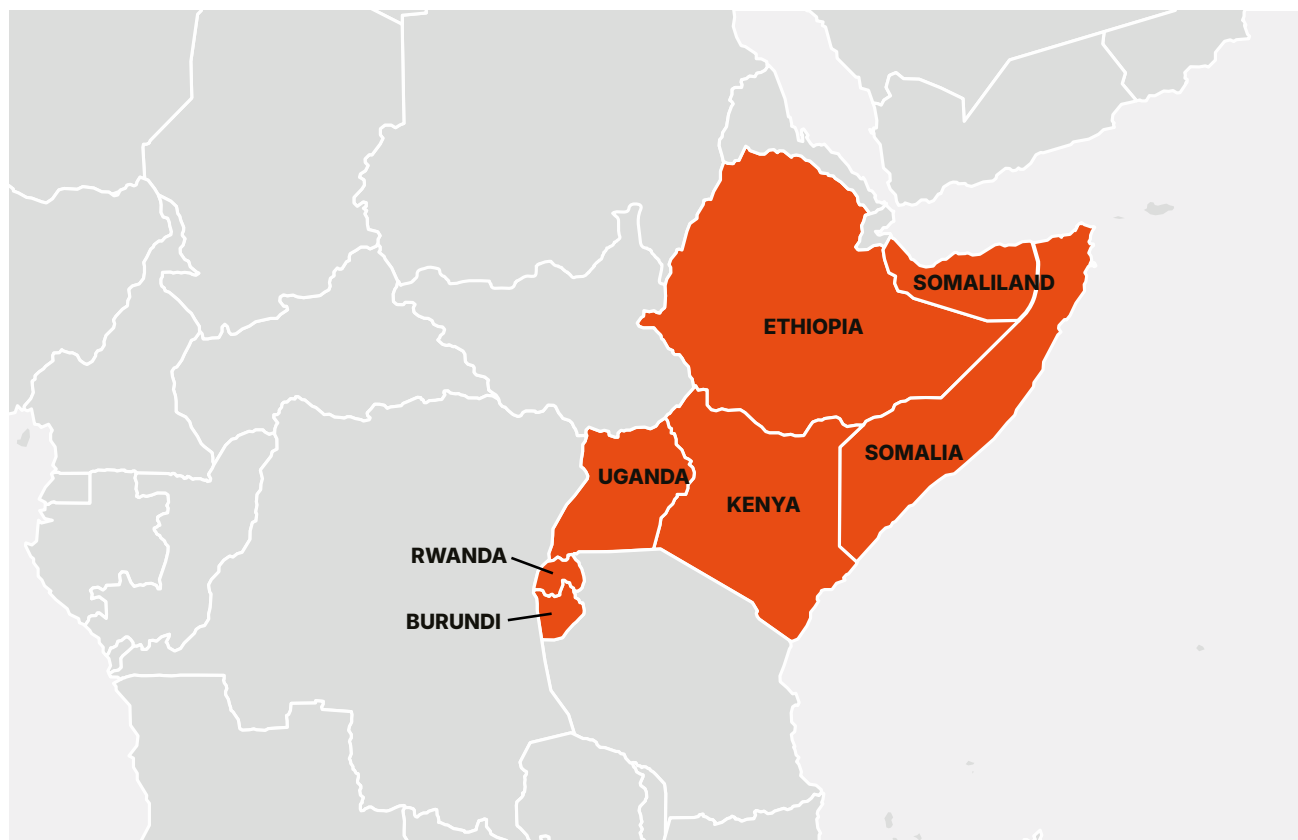
The Programme aligns with the overall of Agenda 2030. Universality, equality, and leaving no one behind are well embedded, as the Programme targets the most vulnerable people in its operating countries. More than half of the 17 Sustainable Development Goals (SDGs) and their targets address the situation of children and young people, who are at the core focus of World Vision's work. Three result areas of the Programme align with specific SDGs: Child protection with SDGs 3, 4 and 16, Youth employment and empowerment with SDGs 4 and 8, and Resilience with SDGs 13, 15, and 16. Additionally, the overall Programme aligns well with SDGs 1, 5 and 10.

During the reporting period, Finland had country programmes in Kenya and Somalia (2021-2024) and WV Nordic's Programme is closely aligned with their goals. It also complements the Country Programme in Ethiopia. In Kenya during the year, the Alale anti-FGM project promoted the rights of girls and women by focusing on protecting girls from FGM and targeting both rights holders and duty bearers, including building their capacities and supporting local-level coordination. Therefore, WV Nordic's work aligns with and contributes to Finland's Country Programme Impact 1: "Women participate meaningfully in decision-making, and all women and girls are free from violence." WV Nordic's efforts also contributed to all four pillars of Kenya's second 1325 Women, Peace, and Security National Action Plan, which Finland has supported.

The Youth Livelihood project in Nairobi contributes to Kenya Country Programme Impact 2: "Young women and men with improved technical and vocational skills gain decent employment". The project together with other youth empowerment projects and activities in the Programme contribute to Finland's National Action Plan 2021-2024 on Youth, Peace and Security. In Somalia, WV Nordic's anti-FGM and Child Protection and Environmental Safety projects contribute to Finland's Country Programme Impact 2: "Enhancing the sexual and reproductive health and rights of women and girls," specifically addressing Outcome 2.2 on inclusive violence prevention and protection, and Outcome 2.3 on ending harmful traditional practices that normalise sexual and gender-based violence (SGBV) and FGM. In Ethiopia, WV Nordic's Farmer Managed Natural Regeneration (FMNR) project complements Finland's Country Programme Impact 1: "Sustainable economic growth and improved livelihoods for people in rural areas" by promoting rural economic development through the development of agricultural value chains in forestry and farming.

2.3. OPERATIONAL CONTEXT: EAST AFRICA

In general, the Programme countries in East Africa face a range of human rights and governance challenges, including limited civic and democratic space, restricted participation, freedom of speech and weak governmental structures that exacerbate inequality and exclusion. While some countries have recorded strong economic growth, this growth has rarely benefited the vulnerable and marginalized people and communities with whom World Vision works. According to CIVICUS, the civic space in Ethiopia is rated as closed, while in



the other five Programme countries it is rated as repressed. Both Ethiopia and Kenya were downgraded from their 2023 ratings ([Global Findings 2024 - Civicus Monitor](#)). In Kenya, the shift from the obstructed to the repressed category was largely due to the violent and deadly crackdown on mass protests in June 2024.

The area of operation is challenged by the interaction of climate change, conflict and displacement that are visible across the programme context. While conflict remains the primary driver of displacement, climate change can aggravate an already devastating reality. In 2024, violent conflicts affected the programme in Somalia, Ethiopia, Uganda and Burundi. There was violence or a threat of it in programme areas in Somalia and Ethiopia, whereas Uganda and Burundi were affected by a large influx of refugees fleeing from the conflicts in neighbouring countries.

Climate change already disproportionately affects the most vulnerable populations, such as refugees, people displaced by conflict, and the host communities. The year 2024 was the warmest on record. Simultaneous international food ration cuts leave displaced families and children hungry. The global food crisis continued to affect countries in East Africa, where 62 million people were classified as food insecure in 2024. The region remains in a state of poly-crisis, facing numerous overlapping challenges, including conflict, climate-related shocks such as floods, droughts, landslides, heatwaves, and disease outbreaks. [A recent World Vision study, Hunger, Harm and Harsh Choices](#): The Cost of the Humanitarian Funding Crisis on Children, which also covered three of the programme countries, found that the most commonly reported drivers of food insecurity are economic shocks, climate change, and conflict. For children, food insecurity has severe consequences: they are seven times more likely to attend school irregularly, families are eight times more likely to have a child engaged in child labour, and more than nine times more likely to have a child begging.

Challenges such as climate change, displacement, and violent conflict exacerbate existing inequalities. Children are often the first to suffer from poverty and climate change, as parents resort to negative coping mechanisms that undermine the realisation of children's rights. Women and girls frequently bear the burden of tasks that become increasingly difficult in these contexts, such as farming, gathering food, fetching water, and collecting fuel. They also face heightened exposure to gender-based violence and are more likely to be affected by harmful coping strategies. This is particularly damaging for girls, who often miss school to spend long hours collecting water and firewood, limiting their future educational and employment opportunities. Such circumstances also increase their risk of early marriage, perpetuating cycles of poverty and vulnerability. According to a World Vision report, children in food-insecure households are eight times more likely to engage in child labour and nearly six times more likely to be married early. Persons with disabilities face additional, often unmet, needs in situations of forced displacement caused by both natural disasters and human-made crises. The effects of climate change and environmental degradation also strain relations between communities, particularly between displaced people and host communities, when resources are scarce.

Gender equality and the rights of persons with disabilities remain challenges across the programme area. These include persistent gender gaps in women's participation in governance and political decision-making, lower access to productive resources and financial instruments, and lower rates of digital literacy. In all Programme countries, most women work in agriculture while also carrying the primary responsibility for home and childcare. Girls are less likely to remain in school for many years and are more likely to marry young, while boys face risks such as child labour and, in some cases, recruitment into criminal or armed groups. Although the rights of persons with disabilities are recognised and often promoted through policies in the programme countries, prejudice and superstition continue to contribute to their marginalisation, and their rights are frequently not realised in practice.

2.4. CROSS-CUTTING THEMES

The cross-cutting themes of this Programme are gender equality, non-discrimination, disability inclusion, environment and climate, and conflict sensitivity. The cross-cutting themes contribute to the core WV global mission, which is the eradication of all kinds of discrimination and building resilient and peaceful communities. These are well-aligned with Finland's development policy. In 2024, mainstreaming crosscutting themes further resulted in networking with relevant organisations and growing awareness of the themes among the World Vision colleagues in the National offices.

The Programme is based on inclusion and full and equitable participation of all, especially the most vulnerable including women and persons with disabilities in the communities. Non-discrimination is a non-negotiable approach and mode of operation for global WV, too. In general, within the global WV, WV Nordic has been one of the pioneers to mainstream the rights of persons with disabilities in all projects and programmes, even beyond the ones funded by the MFA. WV also ensures that all genders, different age groups, people from various ethnic and religious backgrounds and social standings are represented and participate in projects. As in previous years, special attention was paid to the most vulnerable populations in the project areas.

In terms of Gender Equality, the projects engage women, men, girls and boys in this work. Generally, gender inequality is a pervasive challenge in the project areas, and all projects

are obliged to conduct a gender equality, disability and social inclusion analysis at the start. Many have set quotas for genders of participants, often emphasising for example women's leadership roles. Often the quota for girls and women is set at 50% of participants, to focus on equality rather than female-specific actions. Already this share requires removing significant barriers. Some anti-FGM activities in Alale, Kenya and Puntland, Somalia target specifically women, but also in this work men and boys' engagement is crucial for sustainable change. For example, in Alale men are reported to be taking up tasks that used to be considered as "women's work", such as fetching water, while women are running businesses. Also, in Ngoswet, Kenya, 25 Savings for Transformation groups were established, and they include only a small number of men compared to a large share of women, to increase women's economic power. In Buliza youth employment and empowerment project in Rwanda 63% of participants were young women, who were also marginalised in other ways, such as being teen mothers or victims of abuse or early or forced marriages or having dropped out of school. For example, in Adjumani, Uganda, there are Male Action Groups, active in advocating for gender equality. The projects also worked with duty-bearers, local women's organisations and other key stakeholders to improve the realisation of women's rights and gender equality.

The rights of persons with disabilities remain a challenge throughout the Programme area. Considering the scale of ignorance, discrimination and inequality, the projects have yielded good results although much remains to be done and improved. Even though the total share of participants with disabilities is 3%, there are projects where their share is nearly 10%. The projects have promoted the rights of persons with disabilities by sensitising communities and duty-bearers and increasing people's awareness of disabilities and by consciously including persons with disabilities as project participants. Many project teams collaborate with local organisations of persons with disabilities and use their expertise. In Adjumani, Uganda, the project supported the local Adjumani District Persons of Disabilities Union in celebrating the International Disability Day. In Ngoswet, Kenya, 40 duty-bearers received training on disabilities, and the importance of informing persons with disabilities on government's social benefits programmes and disability inclusive infrastructure were emphasised. In the Child Protection and Environmental Safety project in Somalia, persons with disabilities were strongly represented in Village Loans and Savings Associations and other committees and working groups, where they were able to contribute their perspectives and expertise in decision-making. Throughout the reporting year, WV Nordic continued to support the implementing teams and PMEAL (Planning, Monitoring, Evaluation, Accountability, Learning) teams in disability inclusion and monitoring their participation.

The principle of non-discrimination is integrated into every project from the planning phase, which often involved engagement with diverse groups, including marginalised people such as ethnic minorities. World Vision is committed to serving especially the most vulnerable people, which often means that projects focus on certain vulnerable groups. The principle of non-discrimination is exercised also in monitoring and evaluation, where data is disaggregated and the participation and inclusion of vulnerable groups is analysed. Regular monitoring ensures that any biases and barriers can be addressed. Community and participant feedback is facilitated and strongly encouraged in projects. For example, the Child Protection and Environmental Safety project in Somalia addressed discrimination holistically through awareness-raising and education, advocacy, and capacity-building, contributing to increased awareness and knowledge of discrimination among project participants, reduction of discriminatory practices in multiple villages, and strengthened legal frameworks to protect marginalised groups. Other good examples include the Buliza and Roysambu Youth Employment and Empowerment projects in Rwanda and Kenya, which provided young people with tailored service packages to meet their diverse needs on their path to employment.

Combatting environmental degradation and climate change is an important element in all projects, as the programme area in East Africa is seeing the adverse effects of these

phenomena and having a detrimental effect on local people's lives. In 2024, the same communities witnessed both floods and droughts, for example. People who struggle fulfilling their basic needs also resort to unsustainable coping mechanisms and the projects try to address this. For example, the Ejo Heza project in Burundi built local capacity by establishing and/or revitalising local actors in environmental protection, disaster management plans, early warning systems, and built their capacity on climate smart livelihoods including improved and climate smart agricultural methods. People, including women, children, youth and those with disabilities were trained in the protection of arable soils and reforestation. Youths, families and communities were provided support in agricultural inputs, materials and technical support to undertake local initiatives to promote ecosystem conservation. The Buliza Youth Empowerment project in Rwanda mobilised and sensitised young people to be alert to environmental and climate change issues, encouraging them to take action and play a positive role in protecting the climate. Activities included tree planting and the adoption of modern, diversified farming methods to ease pressure on land, a major challenge in Rwanda and Burundi, the two most densely populated countries in Africa. Several projects also apply the Farmer-Managed Natural Regeneration model to promote environmental restoration.

A key element of the work to address environmental degradation and climate change is the pursuit of Gold Standard certification in Ethiopia. In 2024, the certification process advanced significantly toward achieving the actual certification. While funding from this Programme was not directly committed to the certification process, the operational areas in Ethiopia where the Programme is implemented are actively involved. This has enabled strong synergies between the two efforts.

Conflict Sensitivity refers to the ability of an organisation to understand the context in which it operates, recognise the interaction between its interventions and that context, and act upon this understanding to minimise negative impacts and maximise positive impacts on conflict. In 2024, all Ethiopian project staff alongside 253 community leaders were trained on conflict sensitivity by WV Ethiopia's peacebuilding expert. In the anti-FGM project in Somalia, the project ensured conflict sensitivity, local ownership and sustainability at local level by establishing committees in each village to assist in the management of project implementation. The anti-FGM project in Alale, Kenya, conducted peace meetings to ease tensions along county and country borders. Another project in Kenya, in Ngoswet also promoted peace by sharing messages of constructive dialogue and non-violent engagement. Refugee project contexts, the ones in Ejo Heza, Burundi and Adjumani, Uganda have their own special characteristics, which impacted the approaches selected to ensure conflict sensitivity. In these contexts, working with both refugees and host communities is important to ensure harmonious relations. In both contexts, shared trainings, committees and groups were organised in 2024.

3. PROGRAMME RESULTS

3.1. OVERALL PROGRESS

The results achieved in 2024 are analysed mainly at outcome level, with supporting evidence from output level. The analysis is based on quantitative and qualitative results and analyses on outcome and output levels carried out in each of the Programme's ten projects on an annual basis. The progress is analysed by measuring aggregated indicator data from projects against the baseline values and annual targets. All collected data is disaggregated by age, sex, and disability, with a special emphasis on persons with disabilities in monitoring, reporting and data analyses. Impact level monitoring will be conducted at the end of the programme period in 2025.

The Programme consists of ten projects that each contribute to one or more of the Programme's three result areas:

- **Burundi:** Ejo Heza Child Protection and Youth Empowerment Project 2022-2025
- **Ethiopia:** Assisted Farmer Managed Natural Regeneration (FMNR) for Sustainable Land Management and Livelihood Project 2022-2025, second phase
- **Kenya:** Ngoswet Area Programme 2022-2025 (total duration 2014 -2030)
- **Kenya:** Roysambu Youth Livelihood Project 2022-2025, second phase
- **Kenya:** Alale Anti-FGM and reproductive health project 2022-2025
- **Rwanda:** Buliza Youth Empowerment Partnership Project 2022-2025, second phase
- **Rwanda:** Umurava Area Programme 2022-2025 (total duration 2019- 2030), including the FBAK initiative 2024
- **Somalia:** Acceleration of FGM/C Abandonment Project 2022-2025, second phase
- **Somalia:** Child Protection and Environmental Safety Project 2022-2025
- **Uganda:** Adjumani Child Protection, Livelihoods and Environment Project 2022-2025

The Programme's progress is monitored using seven outcome indicators: four for Child Protection, one for Youth Employment and Empowerment, and two for Resilience, Livelihoods and Social Accountability. The progress is assessed using traffic lights for clearer interpretation: Green light indicates clear progress towards the intended results, where both progress from the baseline data is evident and the annual target is met; yellow light signifies progress from the baseline figures, but the annual target is not met; and red light indicates neither progress from the baseline nor meeting the annual target. In 2024, other outcome indicators except two showed satisfactory progress compared to either the baseline or the previous year. It is also worth noting several cautions to interpreting only the numerical data as presented. The results seem mistakenly bleak for one indicator because of data misalignment, as discussed below. The number of projects contributing to each result area and indicator varies widely (from 2 to 8), and not all projects can provide data for every indicator annually.

The results under Child Protection from 2024 are generally positive. Two indicators exceeded expectations, one met them, and the fourth one is not far behind and can still meet the Programme period targets. Importantly, the Programme's mid-term review highlighted the fact that the Outcome indicators do not capture all the good work that is being done under Child Protection by various projects. In the Youth Employment and Empowerment result area, although the annual target was not met, the most projects have made clear progress, often in challenging contexts. The 2024 results under the Resilience and Social Accountability indicate progress from the baseline but the projects working under this theme suffered from worsening external conditions that hindered positive development.

3.2. RESULT AREA 1: CHILD PROTECTION

3.2.1. Introduction

The objective of result area 1 is that children, especially from the most vulnerable groups, are increasingly protected from different forms of violence and act as agents of change in their families and communities. The Programme's approach to child protection is based on World Vision's systems approach in which children themselves, families, communities and authorities all have a role to play. The approach has four key domains of change: 1) empowerment of children with life skills, resilience, psychosocial well-being and supporting them to be influential protection actors who protect themselves and others, 2) transformation of attitudes, social norms, traditions and behaviours of children, parents and community members while promoting positive norms and practices, 3) strengthening of services and support mechanisms and the capacity, coordination, collaboration of formal and informal actors to prevent, protect and respond, 4) improvement of laws and accountability through advocacy at all levels and citizen voice in the quality and provision of services by service providers and local duty bearers.

The approach stresses the empowerment of children to become influencers and change agents among their peers, in their families, and in their communities. It is assumed that when children have the knowledge of child rights and protection and the know-how to report their violations to adults and duty bearers, they will be protecting themselves and other children from intentional or unintentional abuse and violence. The change also includes behavioural change in children so that they avoid risky behaviour and treat other children, including those with disability, with compassion, respect and dignity. Schools and Child Friendly Spaces have a critical role in child protection as they provide safe space for children and platforms for training of child rights and protection. Similarly, schools are important as regards children's participation in advocacy for their protection, their rights and issues affecting their life.

Another critical element in child protection is the transformation of attitudes, norms, traditions and behaviours of parents and communities. It is assumed that transformed parents and caregivers (including through positive parenting training) will support their children's holistic development and create safe families but also that parents empowered with knowledge will participate in community-based child protection structures and challenge harmful norms prevailing in communities. Faith and religious leaders play an important role in the transformation of individuals and communities due to their moral authority and the role of faith communities in people's life in many contexts. Therefore, partnering with and empowering faith and traditional leaders is vital in child protection and tackling the violence against children, domestic violence and SGBV, including FGM.

While the formal elements (for example, legislation and policy frameworks, legal services and social welfare services) are important in the systems approach to child protection, in the Programme the focus is more on the empowerment of key the local child protection actors (formal and informal) to work together to strengthen a protective environment where child protection issues are prevented from happening and responded when they occur, and where children who have been affected are helped to restore to state of well-being. Informal actors such as community-based organisations, religious and traditional leaders and children/youth groups and networks are vital in ensuring through social accountability that formal actors fulfil their duties in child protection.

Child protection being at the core of the Programme, most of the projects (8) contribute to the result area. At the same time, the scope of the activities as well as the context varies greatly in projects. In Umurava (Rwanda) and Ngoswet (Kenya) area programmes, child protection is key element in transformative community development. Parents and caregivers, and local and religious leaders receive child protection training and form community-based child protection structures, while World Vision's partners and volunteers regularly monitor wellbeing of thousands of children living in project areas. Children living in refugee camps and settlements are more exposed to multiple child protection risks exacerbated by separation from parents, such as lack of care, child labour, sexual harassment, abuse, early marriage and pregnancy, or substance abuse. Therefore, also in Adjumani (Uganda) child protection activities in refugee settlements and host communities are comprehensive and include case management. In Ejo Heza (Burundi) and Umurava (Rwanda), child protection activities also cover both refugee camps and host communities.

3.2.2. Progress in 2024

OUTCOME 1

Children especially from the most vulnerable groups are increasingly protected from different forms of violence and act as agents of change in their families and communities.

Outcome Indicator		Baseline	Final Target	2022 Result	2023 Result	2024 Result	2024 Target	Project Contribution
OCI1.1.	% of children who know of the presence of child protection services and mechanisms.	39 %	66 %	64 %	56 %	74 %	64 %	Burundi: Ejo Heza; Kenya: Alale & Ngoswet; Somalia: CP-Environment & Anti-FGM/C; Uganda: Adjumani
OCI 1.2.	% of parents and other caregivers who demonstrate knowledge on positive parenting practices	59 %	71 %	61 %	50 %	65 %	66 %	Burundi: Ejo Heza; Kenya: Alale & Ngoswet; Somalia: CP-Environment & Anti-FGM/C; Uganda: Adjumani
OCI 1.3.	% of parents and caregivers who approve FGM	11 %	5 %	4 %	9 %	7 %	7 %	Kenya: Alale; Somalia: Anti-FGM/C
OCI 1.4.	# initiatives by community groups	0	15	16	15	24	15	Burundi: Ejo Heza; Kenya: Ngoswet & Roysambu; Uganda: Adjumani

Tabel 2. Progress of Outcome 1 indicators

The progress in the result area is measured by four outcome indicators reflecting the domains of change in World Vision's approach to child protection: children's knowledge, parents' knowledge, behaviour and attitudes, and community-based child protection and social accountability. The indicator measuring parents' attitudes towards FGM was included specifically in view of the two anti-FGM projects in the Programme and the importance of this theme for WV Nordic. It is to be noted that Programme's Outcome indicators do not capture all that is being done under Child protection by various projects. For example, the important work done with duty bearers, is not measured at outcome but only at output level. In the third year of the Programme, the overall progress in the result area was good, and it is on track in view of the end of programme targets. The outcome indicator values represent an average of project data disaggregated by sex and disability (female/male/female with disability/male with disability) and sometimes indicator value for certain category might be significantly different than the programme level aggregation.

Educating children about their rights and protection is a key objective in many projects within the Programme. The outcome indicator measuring children's knowledge of what to do or who to turn to in cases of different forms of violence indicates good progress, reaching 74% compared with the baseline of 39%, and exceeding the end-of-programme target of 66%. There are no significant differences between projects. As in previous years, girls with or without disabilities score slightly better than boys in this indicator. This was the case for example in Somalia where boys are more mobile than girls as they move with the cattle and girls therefore might have better opportunities to participate trainings. Schools are one of the most important partners in child protection. Trainings and awareness raising are usually conducted in schools where the teachers are trained and capacitated by World Vision to lead child protection, life skills, peace clubs etc. Having gained skills on detecting, protecting, and reporting child protection issues, club members then train other children in schools or organise campaigns in communities targeting children and community members as well. Linked to the outcome, the total number of children and youth who participated in some type of child protection training was 8,437. There were no significant differences in the number of boys and girls who were trained in child protection or participated in child protection and advocacy clubs and groups (6,568).

These advocacy clubs and groups are important mechanisms for equipping girls and boys with the knowledge and skills to serve as protection actors and educating other children in schools and communities. For example, in Adjumani, 16 Male Action Groups fostered community-led transformation by challenging harmful gender norms and reaching 1,206 participants through awareness-raising sessions. There were also interactive engagements with Unaccompanied and Separated Children and other Children at Risk enabling them to understand their rights and responsibilities, enhancing their ability to protect themselves and their peers.

Parents and caregivers play a key role in creating a safe and conducive environment for children, and not only for their own, but all children in communities. In 2024, activities related to positive parenting were conducted in about a half of the projects in the Programme and the annual target of 66% of parents demonstrating positive knowledge was almost reached. This was a positive development as 2023 had witnessed a rather drastic drop of about 10 percentage points to the baseline and 2022 result in the share of parents demonstrating knowledge on positive parenting practises. However, there are significant differences between the projects with the values varying between 30%-97%. Furthermore, the approaches to promote positive parenting differ between the projects and some methodological challenges in the measurement can be identified, hence robust analysis of the actual progress is somewhat challenging. Some projects use World Vision's Celebrating Families project model that uses faith leaders as trainers, while in Adjumani, a training of trainers' method is used ensuring that more

parents are reached. In total, positive parenting training reached 3,421 people of which slightly more were women (1,941) than men (1,260). In Celebrating Families activities, the participants are usually couples, while in Adjumani the training targets caregivers in general and more women participated. The fact that there are more female than male caregivers among refugees contributes to this outcome.

Normally, positive parenting training is not just a one-off activity, but trainers continue guiding, supporting and monitoring the parents. This might have contributed to the positive increase in Ejo Heza (Burundi) of parents who demonstrate knowledge of positive parenting practices (from 30% in 2022 to 60% in 2024). Further, continued support might explain good results in Adjumani, where parents trained not only demonstrated knowledge in positive parenting (97%) but also seem to have adopted new attitudes. Findings from Adjumani indicate that 79% of parents believe that children can learn to behave without slapping or spanking, challenging traditional disciplinary approaches. However, 21% still consider spanking as effective, highlighting the need for continued awareness raising. Furthermore, 23% of parents believe hitting a girl is worse than hitting a boy, indicating lingering gender-based disparities in discipline. Continued sensitisation is needed to promote equal treatment of boys and girls. The assessment done in Adjumani also revealed that a vast majority of 99% of parents and caregivers agree that child abuse should be reported to relevant authorities, reflecting a positive shift toward child safeguarding and accountability for abuse cases. Positive results from interviews, however, do not mean that serious forms of violence against children would not exist. Very often even the most serious cases such as sexual violence are dealt in families and communities outside the formal justice systems.

When addressing forms of violence against children, such as FGM, that are deeply rooted in culture, there are no easy solutions. Alternative Rites of Passage (see section 5.1 below) and Community Change approaches have proven effective. In Alale, Kenya, for example, through the Community Change model, 180 caregivers including men, women, and persons with disabilities, developed a deeper understanding of the social and cultural myths that fuel gender-based violence and inequality. They went on to form groups that have become active change agents in their communities, collectively advocating for education, shared responsibilities, and the protection of all children.

However, many challenges persist in monitoring and measuring attitudes towards sensitive issues. This is particularly true for efforts to reduce and eradicate FGM, which is a special theme in the Programme and the main objective of two projects (Alale, Kenya, and Puntland, Somalia). The Programme's FGM-related outcome indicator measures progress in the project areas by tracking the proportion of parents and caregivers who approve of FGM. As noted in previous reports, due to the sensitive nature of the practice (and its illegality in Kenya) neither the baseline nor the monitoring data are likely to reflect actual attitudes or the situation in communities, as respondents are often uncomfortable sharing their true opinions. Hence, quantitative monitoring data do not provide a complete picture of how World Vision's interventions have influenced opinions on FGM. Furthermore, the aggregated programme-level data do not capture the differences between Kenya and Somalia, where the practice is far more common.

In 2024, the overall share of parents approving FGM was 7%, decreasing from 9% in 2023. In Alale, the percentage of parent approving FGM decreased to 5% from 11% in 2023, while in Puntland there was an increase from 8% to 12%. In fact, in Puntland among people without disabilities, the share of those approving FGM is higher than at the baseline. At the same time, the share of parents with disabilities who approve FGM continues to be significantly lower than those with no disabilities and the share of men who approve FGM is lower than the share of women who approve FGM.

Promoting collaboration between formal and informal actors and strengthening their capacities are key elements of WV's approach to child protection and ensuring inclusive and effective child protection mechanisms and services are in place. This includes that duty bearers can be held accountable for their work and action or inaction by community members, community-based groups, and the civil society. In 2024, the Programme continued good performance and almost met the numeric outcome target of 15 initiatives by community groups such as Citizen Voice and Action (CVA) and Child Protection Advocacy (CPA) groups and child and youth advocacy groups. The outcome indicator selected by the Programme to measure progress might not fully capture all that is done in the Programme, especially as only four projects contribute to this indicator, while more projects report on the output indicators that are linked to this outcome.

Community-based child protection systems or unit like child protection committees are vital for protection of children. In 2024, there were 61 functional child protection units in the project areas, significantly less than the target of 103 units, while the Programme established or facilitated reactivation and provided financial or technical support to 51 advocacy groups as planned. Some of these groups focus solely on child protection, while the CVA groups typically select their advocacy issues based on situation and context, which often includes child protection. As an example of this, in Ngoswet, Kenya, a team of 50 community members mapped root causes of child protection issues and led by CVA group developed a memorandum and submitted it to the National Government, demanding local government officials to take the responsibility for enforcing laws and ensuring justice for children. In Ngoswet, over the past year there has been an improvement in number of children who feel they are safe within their community, with percentage of children and youth who feel that their community is a safe place rising from baseline value of 42% (2022) to 92% in 2024. This increase could indicate improved capacity of local child protection actors in addressing the root causes of child abuses, improved judicial system in addressing cases of child violation and improved support systems that promote child wellbeing.

In the refugee context, empowering the community to demand accountability from service providers through the CVA model is still something new, while advocacy by children and youth through Peace Clubs, for example, has been used for longer time to strengthen child protection in communities. For example, in 2024 the project in Adjumani used community-centred approach with the intent to impact change in the community by the community themselves. As such, the project supported the establishment and capacity building of community structures such as Male Care Groups, Community Hope Action Teams, Peace Clubs and CVA groups that empowered the community to stand up and demand for accountability from duty bearers. This was done by engaging the community in meetings, workshops, and inclusive discussions, collaborating with stakeholders, such as local community-based organisations and government agencies, and the UNHCR in refugee settlements. The purpose of these events was to identify challenges, develop plans based on community input, implement the plan by allocating the necessary resources, and for World Vision to evaluate the effectiveness of the strategies and suggest necessary adjustments.

3.2.3. Lessons Learnt and Adaptation

During the year the Programme was adapting to the changing context in multiple ways. For example, the project in Adjumani, Uganda, had some funds left over from 2023 that were used to support new coming refugees from South Sudan. Following the escalation of the refugee crisis, different World Vision offices decided to pool their funds to coordinate a humanitarian response project. This project had two focus areas: child protection and water, sanitation and hygiene (WASH). The project was overall a great success that managed to fill

an important gap in the multi-actor response in the area. The project reached a total of 4,837 people, including 3,456 children and 1,381 adults. The funds allocated to child protection were used to process child protection cases, train para-social workers as well as parents and caregivers, provide psycho-social support to children and raise awareness of child rights and responsibilities. The WASH component also contributed indirectly to child protection by improving sanitation, hygiene and security. Despite the humanitarian nature of the work, attention was paid to ensuring sustainability by focusing on training and awareness-raising, community ownership, institutional support and partnerships, and constructing lasting infrastructure.

The mid-term evaluation of the Ejo Heza project revealed that progress in enhancing children and youth's influence in their communities has been slower than expected. This highlights the need for more engaging and age-appropriate approaches that genuinely involve children as active agents of change. It was also clear that duty bearers, including local authorities and school communal officials, often lack the practical tools and awareness necessary to effectively support child protection and participation initiatives. Additionally, schools, which serve as key gathering places for children, have not been fully utilised as platforms to promote children's rights and foster their empowerment. In response, adaptive measures focus on creating participatory, child-friendly activities and peer leadership forums, while building the capacities of school authorities through co-designed workshops and mentorship programs. Embedding children's rights awareness within school curricula is also essential to nurture sustained advocacy from a young age.

3.3. RESULT AREA 2: YOUTH EMPLOYMENT AND EMPOWERMENT

3.3.1. Introduction

The Programme's approach to youth employment and empowerment is based on WV's Youth Ready project model. Developed for adolescents and young adults (15-24-year-olds) in or out of school, Youth Ready is a holistic, multi-sectoral approach focusing on building youth assets and agency, engaging youth as positive agents of change in their own communities and promoting an enabling environment for youth. The approach requires collaborative relationships and local partnerships that include families and community leaders, youth-serving and youth-led organisations, the private sector, academic institutions, TVET providers, and financial and health services.

When youth have sufficient income and can sustain themselves and their family, they are more likely to have positive and caring relationship with their own children and other children. With income, savings and assets they are more resilient and can cope with and recover from stress and shocks. It is often necessary to begin with basic life skills that vulnerable and marginalised youth are lacking. Strong identity and life skills will reduce the risk of exploitation and make it more likely for youth to become active members of their community and society, including participating in decision making, holding duty-bearers accountable and upholding their own and others' rights. Therefore, supporting livelihood development of youth is an important element in building safe, just, resilient and cohesive communities and peaceful societies. This is particularly important in refugee and urban contexts to prevent youth from being used to destabilise communities. There is evidence that participation in youth employment projects increases risk aversion among female participants, and girls at-risk can be helped to avoid Child, Early and Forced Marriage (CEFM) or FGM by providing them with alternatives e.g., access to skills training and employment.

The programme is based on the assumption that young people who lead financially and socially fulfilling lives are more likely to take action to make their families and communities safer for the most vulnerable children. It also holds that youth equipped with essential soft skills, psychosocial well-being, and supportive social relationships are both capable and motivated to learn new technical and vocational skills that can aid their livelihoods. The programme relies on World Vision's ability to form partnerships with key stakeholders and duty bearers, providing timely support and facilitation. Furthermore, it assumes that collaborations with the private sector, artisans, entrepreneurs, and training providers will enable youth to acquire relevant skills and gain access to internships and other opportunities. World Vision aims to help bridge the gap between the demand and supply of skills in the job market. Business development support, including entrepreneurship training and conditional financial or in-kind assistance, is expected to strengthen youth livelihoods. Forming youth groups is seen as a way for them to pool their skills and enhance access to value chains. With targeted initiatives, World Vision and its partners believe they can provide inclusive skills training and related services that help prevent violations of child and human rights, including FGM and SGBV. Participation in youth employment projects and activities is anticipated to reinforce a positive sense of identity among youth and empower them to influence decision-making on issues that affect themselves and their communities. Ultimately, the inclusion of youth is believed to promote peaceful and just development within communities and reduce various risks.

3.3.2. Progress in 2024

OUTCOME 2

Youth from vulnerable groups have improved access to decent employment or livelihood and influence development in their communities

Outcome Indicator		Baseline	Final Target	2022 Result	2023 Result	2024 Result	2024 Target	Project Contribution
OCI 2.1.	% of youth who are employed or self-employed	0 %	75 %	43 %	64 %	63 %	72 %	Burundi: Ejo Heza; Kenya: Roysambu; Rwanda: Buliza & Umurava AP; Somalia: Anti FGM/C; Uganda: Adjumani

Table 3. Progress of Outcome 2 indicators

The indicator measuring progress in this result area is the percentage of youth engaged in the Programme's training and other employability-enhancing activities who become employed or self-employed. Therefore, the baseline value for this indicator is 0%. It is expected that 75% of the youth involved will have their own business or be employed by the end of the programme period although ideally, they would all be. The target value for the outcome-level indicator for 2024 was set at 72%, which was four percentage points' increase from 2023. The outcome monitoring shows that 63% of the participating youth became employed or self-employed because of programme interventions, indicating that progress after two years of implementation is showing progress in a favourable direction.

Five projects report to this objective, and one is well on track, two are exceeding expectations, and two are behind their set targets. In Rwanda, the Buliza Youth Empowerment

Project enabled 250 youth (160 females, 90 males) to graduate from vocational schools training in various skills and trades that included welding, electrical work, hairdressing, tailoring, culinary arts, masonry, shoe and crafts making, horticulture, small animals and value chains; and all of them (100%) consequently found employment. The graduates founded businesses and other income-generating activities within their communities to earn enough to meet their own basic needs and those of their families. They created job opportunities for other young people in the community. The model in Buliza is highly functional in ensuring that all graduates are able to become employed directly after training as a result of the provision of start-up kits to the youths, who then established 17 groups, cooperatives and community-based organisations. This enabled them to work together and strengthen these businesses based on their skills and trades. This initiative fostered entrepreneurship development among all graduates and improved their well-being as individuals and families. Additionally, 272 youth received cash transfers for productive assets and invested in both on and off-farm economic activities helping them become successful progressive farmers producing for home consumption and the local markets. These results strongly indicate that when youth have resources, market intelligence and connections to markets, they can develop their businesses, earn their own livelihoods and participate in positive developments in their communities.

In the Umurava area programme in Rwanda the results greatly surpassed expectations and the previous year's results. 92% of targeted youth reported being employed or self-employed, when both the goal and last year's result were 79%. The youth were empowered on business skills development including finances, marketing, and job creation, with a focus on avoiding dependence mindset. This is in direct correlation with the Programme's Theory of Change whereby technical and vocational training and improved business, and employment skills improve the access for youth to decent employment. The project had planned to work with 126 youth but managed to reach 368 in 2024. The work also showed how important it is to combat dependence mindset and promote households' self-reliance, to ensure genuinely sustainable results and impact. It is also worth noting that the target for young women without disabilities was set lower than for young men (70% vs. 88%), but they ended up doing better (93% vs. 91%), illustrating good progress with addressing gendered barriers.

The Ejo Heza project in Burundi made significant progress in improving vulnerable youths' access to decent employment and livelihoods, enabling them to influence development in their communities. The percentage of youth who are employed or self-employed increased dramatically from 3% in 2022, to 4% in 2023, and to 53% in 2024. This surpasses the project end target of 25%. The youth employment activities began during the second year of the programme and this bears fruit in the third year, 2024. Effective strategies to get results include a combination of targeted action, continuous coaching, and joint monitoring by project staff and partners. The project closely monitored youth who had previously been trained in life skills or participated in psychosocial support activities, 162 young women and men, including 18 youth with disabilities (11%). In addition, 174 youth were trained and graduated from TVET, received business or employment skills training, and some accessed startup kits to grow their businesses. As a result, 196 youths (including 19 with disabilities, 10%), are now active members of youth livelihood groups, illustrating both improvement in income generation as well as participation in community. Among them, 73 trained youth entrepreneurs (seven of them with disabilities, again 10%) reported having successfully increased the value of their products or services which illustrates improved market intelligence and probable increased income. The targets for youth with disabilities were set lower than for those without disabilities but especially young men with disabilities ended up doing very well (63% employment vs. 48% for those without disabilities), proving the impact of targeted action.

The Ejo Heza project provides inspiring stories of development in 2024 with the transformation of youth from idle to productive members of their communities. A youth association in Kinama refugee camp, engaged in welding made notable progress during the reporting period. They purchased ten goats, five of which have already given birth, welcomed new members, rented four hectares of land for maize cultivation, and accumulated 10 million BIF (roughly around 3,000 euros) in savings. They are gaining customer trust and planning to diversify their income sources by launching new income-generating activities. The group is working to obtain a fiscal identification number and business registration to formalise operations.

In Kenya, the Roysambu youth livelihood project focused on youth life skills to increase their employability, based on the Programme's assumption that youth who have necessary soft skills, psychosocial well-being and supportive social relationships are capable and committed to learn new technical and vocational skills that will help them to gain livelihoods. Youth in slums, as in Roysambu outside of Nairobi, often lack these skills. In 2024, the project trained 218 youth on life skills using a transformational development approach, combining the Empowered World View model, holistic skills development, including social and communication skills, critical thinking, and emotional intelligence as well as group counselling and psychosocial first aid to enable youth overcome challenges in life. The project included actions to directly improve youths' employability, in both more and less traditional fields. They supported 125 youth through training and acquisition of poultry, goats, pigs, water tank, pump and tent and seats to earn a living; but also gave 161 sufficient digital skills to earn a living. The digital skills training programme was designed and organised in partnership with the Ministry of Youth and Sports and local churches, to answer to expected changes and challenges in the job market and business environment in the country. 74% of the trained youth had found employment or were self-employed by the end of the reporting period, lagging behind the 88% target.

In the pursuit of fostering sustainable development and empowering youth, both refugees and members of the host community, the project in Adjumani made significant strides in 2024. The focus on enhancing the life skills, psychosocial wellbeing, and access to education, training, and employment opportunities yielded positive outcomes, contributing to the overall goal of ensuring that youth have decent employment or livelihoods while actively influencing development in their communities. According to the gathered data, 22% of participants reported a significant improvement in their ability to secure employment, while 36% experienced a moderate improvement. However, many youths remain unemployed in the area, highlighting the need for complementary interventions such as vocational training, financial literacy programmes, and job placement services. The contextual challenges go beyond the influence of the project: the refugee receiving area in Adjumani is struggling under the escalation of the violent conflicts in South Sudan and the DRC and the large influx of refugees, large share of them young people, to the area, coupled with decreased humanitarian funding.

3.3.3. Lessons Learnt and Adaptation

The key assumptions presented in the Theory of change regarding these result areas remain valid. Effective partnerships between local government, educational institutions, the private sector, artisans, entrepreneurs, and training providers are crucial for supporting and guiding youth towards fulfilling their potential. The number of youths receiving life skills training surpassed expectations in 2024 and the results show why it is so vital. Participation in youth employment projects and activities not only develops and strengthens positive identity but also encourages and enables youth to influence decision-making on issues affecting them

and their communities. However, this was not always the case and external conditions negatively affected how the youths feel about their ability to influence their future and undermine their faith in positive development.

Lessons have been drawn from the misalignment of the data from the project in Adjumani, Uganda. The recorded performance for Outcome Indicator 2.1: 19% in 2022, 29% in 2023, and 21% in 2024, averaging 23% over the project lifespan reflects an underrepresentation of actual progress due to a methodological misalignment in data collection. Specifically, the sample used for the outcome monitoring assessment encompassed all youth participants across various project components, rather than being limited exclusively to those who had completed employable vocational training supported by the Programme. This sampling deviation diluted the measurement of the indicator and contributed to an inaccurately low performance reporting. The Programme results framework has been updated to include the needed corrections. Contrary to the low quantitative results, qualitative data and routine field monitoring visits consistently indicated that a significant proportion of vocationally trained youth have initiated small-scale enterprises or secured decent employment within their communities, given that most of the youth visited during the routine field monitoring visits have set up small scale enterprises within their locations or are actively engaged in some decent income generating ventures which may be attributable to the training they received with support from the project. These anecdotal findings suggest a stronger outcome performance than currently reported.

The youth's ability to participate in developing their communities is a key element in the work. Unfortunately, the challenging contexts often make this difficult for youth even when there is will. In the Ejo Heza project, due to high inflation and fuel scarcity, the percentage of youth who feel they have sufficient means to influence their own lives and communities, including the fulfilment of their human rights, has only increased from 5% in 2023 to 13% in 2024, which is below the 25% target set for 2025. In the project plan for 2025, this will be an area of focus to reach the target.

The mid-term evaluation of the Ejo Heza project highlighted that young people's enterprises require more extended incubation periods to thrive. Early empowerment efforts that lack sustained support risk leaving initiatives unfinished or unsuccessful. The findings show that sole financial assistance does not ensure the resilience of youth-led businesses; and fostering an entrepreneurial mindset and supporting formal business development are critical for lasting success. Furthermore, while young people show interest in investing in the green and circular economy, they need more explicit guidance to align their activities with environmental sustainability.

In response to these findings, the Ejo Heza project will enhance its support to youth entrepreneurs by introducing practical measures during the remaining implementation period. These include strengthening early-stage empowerment activities through tailored mentorship, structured business planning, and market linkage support. Entrepreneurial training modules will be integrated to cover microfinance access, legal registration, and business plan development. In addition, the project will facilitate youth-led design and piloting of circular economy initiatives to promote environmentally responsible economic growth. These adjustments will help ensure that the lessons learned from the evaluation are translated into tangible, lasting outcomes. In Roysambu, Kenya, the project continued addressing skills and knowledge gaps and attitudes of youth living in informal settlements outside of Nairobi, preparing them for active participation in the market to improve their economic opportunities. The slums are environments where youth are often left without necessary life skills and support from their families and communities. In addition, youth unemployment rates in Kenya are high. Despite not reaching the targets set for youth employment, progress was made by

addressing skills and knowledge gaps for youth to operate in the competitive market. The project worked with a group of youth with diverse range of vulnerabilities and supported them in building their social, economic, physical, and emotional well-being and skills.

In the Umurava project, dependence mindset was identified as one of the factors hindering youth employment and empowerment. The project adopted a new approach to capacitate two members in every household so that they can complement each other in the process. The project also worked on peacebuilding within families and provided close mentorship and coaching for them. On the other hand, the project facilitated peer learning within villages so that the participants could share their stories and learn from each other. These revelations illustrate how important it is to build positive and supportive relations and networks to ensure sustainable employment, self-reliance and meaningfully contributing to positive development in the community.

3.4. RESULT AREA 3: RESILIENCE, LIVELIHOODS AND SOCIAL ACCOUNTABILITY

3.4.1. Introduction

World Vision Nordic's Theory of Change for Outcome 3 focuses on strengthening the resilience of families and communities while enabling them to engage in social accountability. The focus is on supporting vulnerable populations, especially children, youth, women, and persons with disabilities in areas where the combined effects of climate change, conflict, and poverty create ongoing challenges. Communities in these areas often depend heavily on natural resources for their livelihoods. Faced with increasing environmental degradation and climate shocks, families may resort to unsustainable coping strategies such as cutting down trees for fuel, harvesting crops prematurely, or overusing land. These practices offer short-term relief but lead to long-term harm by reducing soil fertility, worsening food insecurity, and increasing vulnerability to future disasters. WV Nordic supports communities in addressing these challenges through nature-based solutions, sustainable land management, and inclusive disaster preparedness. Special attention is paid to ensuring that disaster risk management plans include the needs and voices of children, women, and persons with disabilities.

Economic insecurity is a major driver of vulnerability. Without stable livelihoods, families may be forced to withdraw children from school, send them to work, or marry off daughters at a young age. These harmful coping mechanisms undermine children's rights and future opportunities. WV Nordic promotes diversified, climate-smart livelihoods by providing training in sustainable agriculture, supporting access to finance, and helping families connect to local markets. These efforts enable families to earn a stable income, reduce reliance on harmful practices, and become more resilient in the face of shocks. Together, these strategies form an integrated approach to community transformation. In parallel, WV Nordic works to strengthen local systems and community structures that foster peace, inclusion, and accountability. In fragile settings, relationships between citizens and service providers are often weak, and people have little opportunity to influence decisions that affect them. WV Nordic helps communities build local capacities for dialogue and cooperation, supporting the formation of youth groups, peace clubs, and community committees. Through approaches such as Citizen Voice and Action, citizens are empowered to engage constructively with local authorities, improve services, and resolve conflicts peacefully.

3.4.2. Progress in 2024**OUTCOME 3****Families and communities have increased resilience and act for social accountability in an enabling environment**

Outcome Indicator		Baseline	Final Target	2022 Result	2023 Result	2024 Result	2024 Target	Project Contribution
OCI 3.1.	% of households that have not needed to use unsustainable coping mechanisms.	48 %	67 %	60 %	54 %	52 %	62 %	Ethiopia: FMNR; Somalia: CP-Environment; Uganda: Adjumani
OCI 3.2.	% of households who apply improved and sustainable agriculture or forestry techniques	54 %	80 %	50 %	61 %	62 %	73 %	Ethiopia: FMNR; Rwanda: Umurava AP; Somalia: CP-Environment; Uganda: Adjumani

Table 4. Progress of Outcome 3 indicators

Two outcome indicators measure progress in this result area. The first one measures the use of unsustainable coping mechanisms, and the second the percentage of households applying improved and sustainable agriculture or forestry techniques. During the reporting year, the percentage of households that did not resort to unsustainable coping mechanisms improved by 4 percentage points from the baseline, reaching 52% in 2024. While this indicates a slight increase in resilience and a positive trend toward the programme target, the 2024 target was not met. The overall programme target is 67%, which would require a 15-percentage point increase in the final year of the programme.

The projects that report to this outcome indicator include the one in Adjumani (Uganda), the Ethiopia FMNR project, and Somalia's Child Protection and Environmental Safety project. In Ethiopia, the FMNR project performed satisfactorily during the reporting year. Progress has been steadily positive despite some challenges. The percentage of households avoiding harmful coping mechanisms increased from 64% at baseline to 80%. In the Offa project area, two cooperatives have faced difficulties due to charcoal makers from outside the community, who have also recruited residents.

Additional efforts have been undertaken in collaboration with district law enforcement to address these illegal activities. Importantly, households that were previously highly dependent on forest resources for their livelihoods have significantly reduced their unsustainable practices. This shift is attributed to the promotion of sustainable livelihood strategies, including the provision of training and support with inputs to diversify and strengthen income sources.

In contrast, the situation in Somalia's Child Protection and Environmental Safety project presents a more complex picture. The proportion of households not using negative coping strategies in response to emergencies or shocks rose sharply from 26% in 2023 to 63% in 2024. However, this increase does not reflect improved resilience. Rather, it is linked to worsening food insecurity in the project area, which led to an increase in humanitarian assistance. As a result, households were more likely to rely on external aid instead of resorting to harmful coping mechanisms. Among the appropriate coping strategies reported, the most common were limiting portion sizes at mealtimes, reducing the number of meals per day, and borrowing food. While these strategies may provide short-term relief, they highlight rising vulnerability and growing pressure on household resources.

In the project in Adjumani, Uganda, the baseline for food security was 60%. In 2023, it declined to 40%, and in 2024, the result was only 42%, well below the target of 75%. Findings from outcome monitoring indicate that while the use of extreme coping strategies is relatively rare, many households continue to rely on moderate mechanisms to meet their basic food needs. For instance, 80% of households reported never sending family members elsewhere to find food, and 62% never skipped entire days without eating, suggesting that the most severe strategies are largely avoided. However, the data also highlights a high dependence on less preferred or inexpensive foods, with only 4% of households reporting never having used this strategy. In addition, purchasing food on credit (21%) and collecting firewood to trade for food (30%) were frequently cited. These trends reflect that although extreme coping mechanisms are uncommon, food insecurity remains a significant challenge, and many families are forced to rely on temporary or unsustainable solutions.

Promoting diversified and climate-smart livelihoods and supporting formation of saving groups are essential to diminishing the need to use unsustainable coping mechanisms. This involves, for example, training project participants in diversified and climate-smart agriculture, including different agroforestry systems, woodlot establishment, alternative forage, and livelihood methods. During the reporting year, 2,380 people (1,532 women and 848 men, incl. 91WWD and 53MWD) were trained in these practices and 5,259 people were trained in environmental conservation and/or restoration. Programme beneficiaries were also capacitated on saving and financial linkages through household coaching, mentoring, and empowerment. This enabled saving group members to obtain low-interest loans, allowing them to start their businesses. Over the reporting year, 22,169 people (10,532 women, 10,375 men, incl. 664WWD and 658MWD; 1,262 youths) participated in savings groups.

The second indicator under Outcome 3 measures the percentage of households practicing improved and sustainable agriculture or forestry techniques. This indicator improved by 8 percentage points from the baseline, reaching 62% in 2024. Although this represents a 1 percentage point increase from 2023, the 2024 target of 73% was not met. The end-of-programme target is 80%, but it appears highly unlikely that this will be achieved, as it would require an 18-percentage point increase in the final year – an ambitious goal given current trend. Four projects contributed to this indicator: Umurava AP (Rwanda), Adjumani (Uganda), the Ethiopia FMNR project, and Somalia's Child Protection and Environmental Safety project.

Two of the four projects that provided outcome-level data for the reporting year demonstrated a positive trend. In Ethiopia, the percentage of households using sustainable agriculture or forestry techniques increased significantly from 25% at baseline to 78% in 2024. This marks substantial progress, although the development has not advanced as rapidly as originally anticipated. One contributing factor is the complex situation in the Offa area, where the legacy of resettlement during the Derg regime continues to affect community cohesion. This has weakened local institutions, such as cooperatives, limiting their capacity to fully support sustainable practices.

In Umurava (Rwanda), the percentage of households applying improved and sustainable agriculture or forestry techniques initially declined from 88% at baseline to 80% in 2023. However, in 2024, the figure rose to 90%, surpassing the baseline. This recovery is attributed to the project's collaborative work with local government and partners, including training sessions and community outreach activities that built household capacity in food security and natural resource management.

In contrast, progress was more limited in the Adjumani project area (Uganda) and Child Protection and Environmental Safety project (Somalia). In Somalia, the percentage of households practicing sustainable techniques dropped from 36% at baseline to just 10% in

2023. In 2024, the figure improved slightly to 18%, but it remains well below the baseline level. The slow recovery suggests ongoing challenges in implementing agricultural and environmental interventions due to persistent food insecurity, pastoralist traditions, climate shocks, and limited access to agricultural inputs and extension services. Similarly, in the Adjumani project area (Uganda), the adoption rate increased from 60% at baseline to 86% in 2023. However, in 2024 the percentage dropped drastically to 52%. This is due to the worsening of the acute humanitarian crisis and the deterioration of food security in the area. Similarly, as in Somalia, people are experiencing acute hunger, which causes them to abandon good practices. Additional barriers include changes in weather patterns (the climate no longer follows the usual seasonal patterns), lack of sufficient land for refugees or allocation of land that is located too far away, wildfires, and limited access to agricultural inputs and market information. The project has since aimed to invest in Disaster Risk Reduction, weather forecasting, and building connections between farmers and product suppliers.

To enhance resilient ecosystems and support households in adopting improved and sustainable agriculture or forestry techniques, the Programme trained 5,259 individuals (2,700 women; 2,054 men, incl. 212WWD and 172MWD; the rest children and youth) in environmental conservation and restoration in 2024. The Programme also promoted energy-saving and clean energy technologies, with 2,781 households adopting these solutions during the reporting year. In addition, the Programme facilitated the development of disability-inclusive, local-level disaster management plans and trained 2,382 individuals in disaster risk management.

Finally, community cohesion and social accountability are pivotal strategies employed by the Programme to bolster resilience within communities. Despite not measuring these efforts at outcome level, the Programme made significant strides in 2024. A total of 31 CSOs and 10,956 CSO members, including forest cooperative members in Ethiopia, were empowered to enhance accountability among duty-bearers and foster social cohesion. Furthermore, 194 duty bearers were trained in disability inclusion to implement CRPD (Convention on the Rights of Persons with Disabilities) compliant laws, policies and practices.

3.4.3. Lessons Learnt and Adaptation

The Programme's Theory of Change, which links resilience and social accountability, remains valid despite partial achievement of outcome targets and ongoing challenges. In Ethiopia, destruction of protected forest for illegal charcoal production revealed weak commitment from government and cooperatives, slowing progress. In response, World Vision Ethiopia redeployed staff to strengthen cooperative support and government collaboration, increased transparency through stakeholder engagement, built cooperative offices, finalized governance structures, and formed charcoal control committees to enforce sustainable forest use. Leadership changes and improved community engagement, including linking benefits to carbon credits, were also prioritized. Additionally, honey value chain development was introduced to diversify livelihoods.

In Kenya, the key lesson was that building partner capacity and organising communities into smaller clusters improves project effectiveness and sustainability. The Household Cluster Implementation Approach (HCIA) created 455 clusters across 127 villages, enabling better resource mapping, challenge analysis, and planning. Continued support helps clusters develop locally relevant, adaptable solutions, fostering strong community ownership.

In Somalia, the assessment identified critical gaps in livelihood support and climate-smart practices. Only 4% of households had income-generation assistance, leading to expanded

skills training, microgrants, vocational packages, and market linkages. Inclusive programming for households with persons with disabilities was scaled up following evidence of higher income rates. Climate adaptation efforts introduced community training, demonstration plots, and “climate ambassadors” to promote peer learning. Due to widespread negative coping strategies, programming shifted to resilience-building through savings groups, kitchen gardens, asset transfers, and strengthened early warning systems for timely food insecurity responses.

The mid-term evaluation of the Ejo Heza project highlighted the importance of locally relevant climate-smart strategies supported by practical demonstration sites to encourage adoption. While training Disaster Risk Reduction committees is valuable, establishing accessible emergency funds was identified as critical for timely household support. Income diversification efforts require co-creation with beneficiaries to complement existing livelihoods effectively. Adaptations include demonstration farms, farmer exchange programs, contingency funds managed by DRR committees, and tailored income diversification packages. Regarding persons with disabilities, the evaluation found that despite legal recognition there is no strong inclusion, and the focus is on mobility impairments while other types of disability are neglected. Sustainable progress demands broader inclusion, active involvement of families and communities, and advocacy for enforcement of legislation. Adaptation steps include expanding beneficiary criteria, strengthening community-based rehabilitation, and training family and peer volunteers to promote local ownership of inclusion efforts.

3.5. PRIVATE SECTOR COLLABORATION

WV Nordic continued partnership and exploration of opportunities with the private sector and other organisations in 2024 to find sustainable and innovative approaches for achieving development impacts. The private sector collaboration network facilitated by Fingo was the most important forum to meet and discuss with companies interested in collaborating with non-governmental organisations (NGOs) in developing counties. The Shared Actions workshop organised by Finnpartnership and Fingo in November 2024 provided an opportunity to engage with companies and led to further discussions. In 2024, WV Nordic joined the network of Finnish companies and institution interested in exporting their school meals related expertise. This has led to partnership with Lytefire on solar ovens that can be used in cooking school meals, and coordination with the University of Helsinki's food safety project FoodLeader in Kenya, that is part of the Higher Education Partnership programme, funded by the MFA and administered by the Finnish National Agency for Education. The focus of efforts to create collaboration with private sector was Kenya and Rwanda, them being countries which Finnish companies seem to be most interested in. WV Nordic participated Rwanda Business event in Finland leading to WV Rwanda participating Nordic Business Forum in Kigali in February 2025.

With Logonet Ltd. the long-term partnership is distributing Finnish Baby Aid Kits (FBAK) continued in Rwanda with the aim of enhancing access to maternal and newborn services resulting in improved healthcare outcomes in Umurava AP and surrounding districts. The project included distribution of 4,000 FBAKs as an incentive for women to have required four ante-natal care (ANC) visits and deliver in health facilities, and separate business objectives for the company.

The FBAK project built the capacity of health staff and volunteers, especially midwives, nurses, head of health centres and community health workers, on the key ANC services to

be delivered to pregnant mothers, their benefits to both mothers and child. In collaboration with the Rwanda Biomedical Centre, 185 health providers (83 men and 102 women) were trained to provide improved ANC services while 1,609 Community Health Workers (644 men and 965 women) were trained on key behaviour change messages to use during community mobilisation and home visits to pregnant mothers. The project organised different campaigns aiming to raise the awareness of the community and mothers on the importance of antenatal care services. In total 29,661 people (14,237 men, 15,424 women) were reached during these campaigns either in the community by the Community Health Workers, in public using mobile van, radio talks and radio spots, and in health care facilities through the display of posters with behaviour change communication messages. Mothers who received a kit also received improved services including information on adequate diet, the iron and vitamin supplement, tetanus toxoid immunisation, malaria prevention, deworming, birth preparedness, appropriate breast feeding, essential newborn care, handwashing with soap, and appropriate complementary feeding.

In the districts where the project was implemented, there was an increase in number of deliveries at health care facilities from 27,497 in 2023 to 35,948 in 2024, while live deliveries saw modest increase from 27,357 in 2023 (99.5%) to 35,854 in 2024 (99.7%). There was no reduction in maternal deaths and a slight reduction in neonatal deaths. These outcomes are the result of multiple activities that cannot be attributed to the FBAK project only, although it has made an important contribution. The project deepened WV Rwanda's partnership with the Ministry of Health, proving a good basis for future collaboration including with Finnish private sector or other institutions.

4. COMMUNICATIONS AND ADVOCACY

In Finland

COMMUNICATION AND ADVOCACY

Outcome Indicator		Baseline	Final Target	2022 Result	2023 Result	2024 Result	2024 Target	
OCI 4.1.	% of Finns who think that development cooperation and development policy is important.	68 %	68 %	66 %	63 %	62 %	68 %	WV Nordic
OCI 4.2.	% of WV Nordic supporters who report that their understanding of challenges children face in the global south has increased	90 %	98 %	91 %	93 %	91 %	96 %	WV Nordic

Table 5. Progress of Communication and Advocacy indicators

The goal of WV Nordic's Communications and Advocacy 2022–2025 is to increase the understanding of 1) current issues in global development with a focus on child rights and 2) WV Nordic's key themes outlined in the programme. In addition, the aim is to make the results of WV Nordic's development cooperation visible to the public. To achieve this, WV Nordic has set the outcome "understanding of current issues in global development and positive attitude towards development cooperation has increased." The year 2024 consisted of communication campaigns focusing on 1) girls' rights (FGM, child marriages, education), on 2) school meals (in line with WVI's global hunger campaign ENOUGH) and on 3) humanitarian crises, especially Ukraine. Crises in the Middle East also affected the well-being of children and were featured in WV Nordic's communications and media work. Other key themes were child protection, youth employment and the rights of people with disabilities.

Main channels for the campaigns' content and other news and stories were press releases, social media, electronic newsletter and World Vision magazine. In addition, content gathering and media trips were a valuable tool to produce more in-depth coverage for global development in the media and to strengthen journalists' knowledge and interest in them. This is important since the visibility of global development stories (other than humanitarian crisis news reporting) has been reducing. Every trip also generates valuable, ethical and child-focused content for the organisation's own communication channels.

To reach audiences beyond digital platforms WV Nordic produced a photography exhibition *Tämän otin mukaani* ('This is what I carried with me') focusing on the global refugee crisis through the lens of Photographer Laura Oja. The exhibition was on display for a month in Muji Gallery in Kamppi shopping centre. Muji has around 200,000 visitors per month, so the visibility was excellent. A photo feature of the same theme was published in *Sunnuntaisuomalainen* around the 3rd anniversary of the war in Ukraine. WV Nordic's work was featured in the bestselling book *Mielenrauha/Peace of Mind* written by the organisation's spokesperson Maaret Kallio. The book includes an interview chapter with WV's specialist on youth employment working in Roysambu. WV Nordic's work on youth employment and child rights was also featured in the book tour's events which gathered up hundreds of participants per event.

When assessing the set targets and results WV Nordic has succeeded in making global development stories engaging to its audiences and has also managed to communicate results in an understandable way. WV Nordic's supporter survey showed that the percentage of

supporters who report an increase in their understanding of the challenges children face in developing countries is 91% (93% in 2023). This outcome does not reach the target annual growth of 2% but is still a very good result since the baseline was already exceptionally high. In addition, the share of World Vision supporters who are well informed of the results of WV Nordic's development cooperation is at 82%, missing the baseline 84% only slightly.

The number of newsletter subscribers grew by 5,4 % surpassing the annual growth target of 3%. This shows that collaboration with WVI and the national offices in producing authentic and child-focused news and stories has resulted in engaging content for the target audiences. The number of followers in WV Nordic's social media channels also grew by 2,5% which is better than the previous year (2,2% in 2023). The target annual growth was 5 %. This target was clearly surpassed in Instagram (7,5%) and in LinkedIn (11%). In Facebook it is challenging to attract new followers and in X WV Nordic was only reactive in 2024. Social media is challenging but still a cost-effective channel to reach target groups and redistribute and test content's appeal. The number of unique user sessions on WV Nordic website declined from 119,464 (2023) to 84,279. The dip is caused by website renewal that took place in the beginning of the operational year, and the decline is not expected to be permanent.

However, only around 62% of Finns (MFA survey) think that development cooperation and development policy is important. The public support is nearly the same as last year (63% in 2023) but again declining. To increase the general public's understanding and support of global development WV Nordic needs to find linkages between the current news agenda and global development stories and keep building relations with key media. Media and content gathering trips are an important tool to achieve this. There has been both positive progress and slight decline in the indicators but no inexplicable major dip. It is important to continue to search for innovative cooperation models and channels of communicating to reach and attract audiences. Ethical storytelling about impact and results is needed to build understanding and support.

In 2024 WV Nordic continued to advocate MPs for the approval of a specific law banning the practice and preparation of FGM in Finland. The law was approved in Parliament in November. WV Nordic also participated in the European parliament elections distributing the joint NGO children's manifesto to the Finnish candidates. In addition, WV Nordic set up three online petitions supporting girl's rights, the right to literacy and school meals for all. Activities related to school meals, which the programmes are actively focusing on, have been selected as a thematic priority within the World Vision Partnership's global advocacy campaign, ENOUGH.

In the areas of implementation

Communications activities in project areas increased the visibility of projects and activities and disseminated useful information to local communities and partners. All projects gather success stories, with narrative reports and photos to be used in different communications materials. Most projects included some kind of public information and awareness raising campaign. The anti-FGM project in Alale, Kenya used in-house trainings, local radios, public meetings and a road caravan to disseminate information about child protection. Another anti-FGM project in Puntland, Somalia ensured public participation and celebration of the Day of the African child, International Women's Day, 16 Days of Activism and FGM Day to create more awareness of harmful traditional practices. The project in Adjumani, Uganda employed the model of mobile journalists (MoJos) where children who have undergone a training can record stories on video in their phones and share the stories. The projects also

shared their materials with their respective National Offices' Communications teams, who could then disseminate them and use them on their channels for wider reach.

Advocacy work at different levels by different groups of actors was carried out in the projects. Citizen Voice and Action is a standardised model by World Vision to strengthen local advocacy. Most projects targeted especially local government officials, and the local communities, especially children, were supported in taking active roles. In the anti-FGM project in Alale, Kenya, the project focused on building the communities' capacities in holding the officials accountable especially in terms of budgeting and public spending. Community advocacy for child rights in Ngoswet, Kenya, was highly successful as it resulted in the imprisonment and long sentences of two offenders. The projects in Roysambu, in Nairobi, Kenya, and in Buliza, Rwanda focused on youth groups' advocacy capacities, while the anti-FGM project in Puntland, Somalia, focused on Child Protection Committees, both projects effectively using existing local structures for added influence and community ownership and social accountability. In Ejo Heza in Burundi, the key themes were inclusion of persons with disabilities and women and reduction of stigma, refugees and the relations with host communities, as well as themes directly related to project outcomes: child protection, youth employment and environmental protection. The project in Umurava, Rwanda organised community gatherings to sensitise nearly two thousand local people about their rights and the policies relevant to resilience and livelihood, health and WASH, child protection and education services, which then allowed the people to hold service providers accountable, yielding positive results in availability of water and school attendance.

To promote school meals, the Programme supported WV Kenya to review Government's budget proposal and engage with members of the Parliament to secure funding for sustainable school meals programme and advocate the Government to fulfil commitments done in the framework of the Global School Meals coalition. WV Kenya also advocated the Ministry of Education and County Assemblies and Governments. In Elgeyo Marakwet County where the Ngoswet project is located, the children's assembly drafted a memorandum to the County Assembly that promised increase school meals funding to early childhood and development centres.

5. PROGRAMME MANAGEMENT

5.1. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

Building on the groundwork laid in the previous year to establish the Programme's monitoring, evaluation, accountability, and learning (MEAL) systems, the focus in 2024 was on ensuring the proper and effective functioning of the updated monitoring tools and improving the quality of the Programme. New tools were also developed, especially to address internal knowledge sharing and data storage. The results frameworks for the ten individual projects allow for consistent and comparable disaggregated data that easily feeds into the Programme's overall results framework. These practices lay a solid foundation for results-based management (RBM) and support programme reporting. Staff changes at WV Nordic also impacted the PMEAL responsibilities.

Outcome and output level results and progress data are collected annually, and the data of 2024 is compared with 2023 and baseline data to analyse progress. This analysis is supported by traffic lights indicating decline, stagnation, or favourable progress towards expected results. In one project, in Adjumani, Uganda, it was deemed necessary to re-evaluate the target numbers set in the Baseline phase. This revision was based on increased understanding of what is possible and feasible in the challenging context. The Programme's results framework has proven to be comprehensive, enabling proper analysis at all result levels. Outcome and output level data are collected and reported annually, while impact level results will be reported at the end of the Programme in 2025. All collected and presented data are disaggregated by age, sex, and disability. The chosen methods emphasise the importance of leaving no one behind, with particular emphasis on persons with disabilities in monitoring and results analysis.

As a global organisation, World Vision has its own standardised MEAL processes and tools that inform but cannot be directly adopted for this programme. Some of the indicators used are WV standardised ones, and WV Nordic's programming also contributes to WV country, regional, and international impact processes and results. The projects of this programme are aligned with and contribute to WV's country strategies, allowing for a larger and more coherent impact.

The WV national offices and regional offices in the programme countries have their own PMEAL specialists and processes, ensuring the quality of the work. All ten projects independently collected data of outcomes and outputs. Most of the projects used the Lot Quality Assurance Sampling (LQAS) method when gathering data, while others used standard sampling strategies with a 95% confidence interval. The LQAS method is widely used within World Vision as it enhances local decision-making, provides real-time indication of progress and links the intended output. Due to the small sample size, this method is limited in terms of the comparability of baseline data with outcome level data. Generally, outcome monitoring, data collection and disaggregation of the collected data succeeded well, and the MEAL objectives for 2024 were achieved. The templates and tools worked as planned, supporting the work effectively.

In terms of learning, one formal learning event was organised in February in the form of virtual Impact Seminar, where the theme was Youth Employment and TVET. The webinar was attended by the four projects of the programme that work with the theme. The webinar offered them a chance to showcase their best examples and cases, ask questions and learn from each other. This allowed for the project staff to learn from the different kinds of contexts and what that means for the project planning and implementation. Each project made a short presentation of topics like the selection of participants, career counselling and life skills training, monitoring, organising trainings, internships, start-up kits, follow-up training, gender

and disability inclusion and partnerships. This was followed by a fruitful and lively discussion and exchange of ideas.

Each project has their own learning plan as part of their MEAL plan. Often, they offer their staff various kinds of training and learning opportunities, which are included in the project budgets. For example, the project in Adjumani, Uganda organised exchange learning visits for staff to agricultural sites and production units in 2024. The project reports that they were effective in fostering knowledge exchange and improved the capacity of staff to implement livelihood interventions.

The various feedback mechanisms to ensure accountability and transparency ensured that the local communities are heard, allowed for the projects to learn from their experiences and to use that information to refine their approaches and actions. In the Ejo Heza project, monthly feedback meetings are organised with partners and the refugee communities to discuss all kinds of issues that arise and recommendations and improvements. Special attention is paid to the participation of children and other vulnerable groups. In the Child Protection and Environmental Safety project in Somalia, they have a toll-free hotline for feedback and in 2024, they dealt with 160 submissions, mostly requests for assistance and expressions of appreciation. In Ngoswet, Kenya, there are twenty Suggestion Boxes in the programme area, where people can voice their concerns and provide feedback and recommendations. Paired with regular monitoring by staff, the programme has increased trust from the local community, strengthened their accountability and ensured that the action aligns with the communities' needs, fostering sustainability. The annual review and planning meeting is the key platform for ensuring community participation in Ngoswet.

The project in Adjumani, Uganda, similarly combined multiple community feedback mechanisms with structured monitoring. The project staff was disappointed that in 2024, only 24% of participants gave feedback even though 72% claimed awareness of feedback mechanisms. The project wants to elicit even more feedback in the final year. In Buliza, Rwanda, a collaborative approach was chosen to strengthen accountability and transparency. Project participants have been actively involved in the planning, implementation, and evaluation of activities through community consultation meetings, focus groups, and participatory evaluations. During these sessions, feedback from participants has been used to adjust activities and ensure they were responsive to community needs. Partners have been involved in joint monitoring visits and reflection sessions to ensure alignment with the project's goals and to evaluate progress together.

During the reporting period, systematised monitoring visits by the WV Nordic staff were made to all programme countries. During the trips, stakeholders and project participants were met, and new collaborations and networks were established. An explicit financial monitoring trip by the finance coordinator took place in Kenya in September 2024. During the trip, the financial personnel of the projects operating in Kenya and Somalia were interviewed using a specific financial monitoring checklist developed by the financial team of WV Nordic. The checklist focuses on general financial management, use of financial systems and manuals, budget monitoring and progress, financial reporting issues, internal control and risk management, fraud and corruption prevention and detection, and any issues raised in previous audits. In addition, the project's accounting records and supporting transaction documents were partially reviewed.

WV Nordic actively participated Strategy Support Teams (SST) meetings that are organised regularly (usually quarterly) between national offices (those in implementing countries) and support offices like WV Nordic to monitor and support the implementation

of country strategies. Support offices also keep the others updated of their new policies and requirements, for example from their donors.

2024 was an active year in terms of evaluations and reviews. The Programme's mid-term review was conducted, as well as project evaluations of the project in Ejo Heza, Burundi, and Alale in Kenya. Also, the anti-FGM project in Puntland, Somalia conducted their project mid-term review in 2024, but the report was only published in early 2025.

Programme Mid-term Review Lessons Learnt

The Programme's Mid-term Review (MTR) was conducted in 2024 (Annex 7a). Data was collected in May-June from all six countries of operation, and one field visit was conducted in Adjumani, Uganda. The purpose of the MTR was to assess the relevance and quality of the Programme's design and whether the Programme is on the right path to achieve the set outcomes, to identify signs of impact and sustainability, and to provide recommendations for the remaining Programme period and the development of the next Programme. The greatest lessons learnt from the MTR is that the Programme is making progress in the right direction and the set targets are likely to be achieved. However, as the evaluators recommended, the project annual reporting template was updated in late 2024, which facilitated the reporting of the results in this document.

One of the key lessons from the review to WV Nordic was that the Results Framework does not fully capture all the work that is done, and its level of ambition does not match that of the Programme. The Results Framework could not be altered in 2024 for the final year of the Programme (2025), but this feedback informed the development of the Results Framework for the new Programme. Similarly, the Theory of Change was reworked to capture the results chains better and to more clearly define and illustrate WV Nordic's niche. As the evaluators suggested, the new Programme contains several thematic small-scale evaluations to better capture qualitative data and best practices and to foster peer learning. When developing the new projects, great emphasis was placed on ensuring sustainability and market orientation. The Management Response can be found in Annex 7b.

Ejo Heza Evaluation Summary

The mid-term evaluation of the Ejo Heza Child Protection and Youth Empowerment Project (Annex 7e) provides a comprehensive overview of its effectiveness, efficiency, and impact in Burundi. It highlights key achievements alongside areas for continued improvement. The project has significantly increased children's awareness of their rights and promoted positive parenting practices. Awareness of child protection services among children has surpassed the target, with 61% now familiar with them. Caregivers are adopting positive parenting at encouraging rates, contributing to safer home environments. In youth empowerment, nearly half of the beneficiaries have secured employment or started businesses through project training, showing strong relevance and impact.

Some challenges were noted, particularly around engaging duty bearers such as local authorities and school officials, pointing to opportunities for improved sustainability. Many young entrepreneurs still rely on World Vision for support, suggesting a need to strengthen enterprise independence. Community resilience has moderately improved, with more households adopting safer coping strategies during emergencies, an encouraging sign of progress, though further capacity-building is needed. Inclusion efforts for persons with disabilities have focused mainly on physical impairments. Broadening this to include visual and auditory disabilities, and increasing involvement of families and communities,

could promote more inclusive support. Youth participation in decision-making remains limited: only 5% of youth under 18 feel empowered to influence community decisions, well below the 25% target. Strengthening youth engagement and dialogue with decision-makers could help address this. The evaluation also notes that the project sometimes operates independently from similar initiatives, particularly in refugee camps, highlighting opportunities for improved collaboration. Involving diverse stakeholders, including local authorities and right holders, earlier in the project cycle could enhance responsiveness to local needs. Targeting households instead of individuals may also increase the impact of interventions by integrating child protection, youth empowerment, and resilience. Finally, while gender mainstreaming has ensured women's inclusion, greater focus on addressing harmful gender norms identified at baseline could enhance gender sensitivity across project activities. The Management Response can be found in Annex 7f.

Anti-FGM/Alternative Rite of Passage (ARP) joint evaluation summary

The evaluation was a joint initiative that focused on both the International Solidarity Foundation's (ISF) projects in Kisii and Nyamira counties and World Vision's project in West Pokot County and especially examining how the ARP approach has been used in combatting FGM in Western Kenya (Annex 7c). The primary objective was to evaluate the effectiveness of these projects and the ARP approach and identify possible synergies and differences between them. The findings aimed to provide valuable lessons learned and guidance for both current projects and future programming. It was decided to study WV Nordic's previous Alale project in West Pokot, instead of the on-going Alale-project, but the findings will benefit that project.

There is a correlation between some decline in FGM prevalence and the ARP. This positive impact is evident in the decrease in reported FGM incidents, a shift in community attitudes toward FGM as a harmful practice, and a growing acceptance of alternative rites of passage. Part of the ARP's success lies in its ability to create a programme that is both timely and culturally sensitive, providing the necessary space for change. Since most girls are cut during school holidays, the ARP camps are strategically organised during these times. The symbolic value of the rite is preserved but replaced with a non-violent cultural rite of passage that marks the transition from girlhood to puberty and womanhood. The ARP seems to improve intra-family and community relationships as well as decision-making. Especially the relationship between the fathers and their daughters seems to strengthen. Public declarations against FGM, often made during graduation ceremonies and community events, serve as powerful statements that reinforce commitment and act as encouraging examples. The ARP empowers girls to navigate through life's challenges, resist societal pressures surrounding FGM, and advocate for their rights. Such a change requires long-lasting and continuous support extending from school clubs to the actual camp and all the way to follow-up sessions to ensure and foster a program's holistic and transformative approach to change.

The evaluation recommended specific workshops, intergenerational discussions and sensitisation sessions tailored to perspectives and concerns of older women and mothers-in-law, who often hold traditional beliefs about FGM as well as power in the decision-making processes. Further, it was suggested to highlight and showcase successful role models who have benefited from education and ARP and can inspire out-of-school children. While the ARP approach acknowledges the importance of male involvement, it was recommended to engage men and boys as active allies in combatting FGM, addressing harmful gender norms, promoting positive masculinity, and encouraging men not to discriminate uncut women as potential spouses. WV was advised to strengthen existing mentorship programmes for ARP graduates by providing ongoing support and guidance,

including safe spaces, connecting girls to education or income-generating opportunities, and building their resilience.

World Vision and Solidarity shared the report with the local authorities in their respective project areas and had a joint meeting with the Kenyan Anti FGM Board to present the evaluation report and discuss the findings with the aim of contributing to national ARP guidelines under preparation. World Vision and Solidarity also presented the findings at the Finnish Embassy in Nairobi in October 2024, later the joint evaluation was discussed with other NGOs receiving programme-based support from the MFA to encourage them to have similar joint initiatives. The Management Response can be found in Annex 7d.

5.2. RISK MANAGEMENT

WV Nordic's risk management practices are grounded in ethical standards, child protection policies, and adherence to anti-corruption guidelines. Key policies for risk management include the Code of Conduct Policy, the Adult and Child Safeguarding Policy, and the Anti-corruption Policy. WV staff globally undergo annual training and refresher courses on ethical rules and safeguarding practices. Additionally, WV maintains a robust whistle-blower policy, encouraging reporting of either suspected or evidenced misconduct, such as corruption and harmful behaviours like sexual abuse or harassment. WV Nordic habitually reminds the projects to immediately report all suspicions of misconduct. Risks are assessed and monitored also at the country level, facilitated by the SSTs. As part of WV's global practices, WV Nordic executes organisational risk assessments with updates to the WV Nordic Executive Board and WVI biannually.

Each project of the Programme conducts risk assessments annually and develops mitigation strategies, contributing to the overall programme-level risk assessment. While the Programme's overall risk level is moderate, critical risks have been identified. Some risks are at the country level, such as political and environmental risks, rather than specific to projects, which occasionally complicates assessing their impact on beneficiaries or implementation outcomes. Often there are also indirect effects, like insufficient rainfall endangering the safety, wellbeing and rights of women and girls due to tensions resulting from increased strain on households. Therefore, WV Nordic remains committed to supporting monitoring practices and facilitating communication across all partners to promptly identify, prevent, or mitigate realised risks. This approach aims to ensure operational resilience and efficacy in tackling potential challenges.

In 2024 the most critical risks did not realise. Active risk management by the implementing teams ensured that projects could largely progress as planned, and timely mitigatory action was taken. There are several risks that need to be considered continuously. One is ensuring support from the local communities as well as authorities and political decision-makers. With local communities, the implementing staff engage in awareness raising and provide accessible information to ensure transparency and to manage expectations. Collaboration with duty-bearers is necessary to bring about structural change and ensure sufficient resources. Often the visibility of WV brand and staff is an effective means to avoid risks like corruption and abuse. Safeguarding members of local communities and the security of staff require constant effort, training and decisiveness.

Economic challenges

Economic challenges can have significant and unpredictable impacts on project implementation. Currency fluctuations, political decisions, and natural phenomena can

affect commodity prices, often resulting in inflation. Fuel, in particular, is a commodity whose availability and price can vary considerably, leading to substantial disruptions in project operations. This risk materialised, for example, in Ethiopia and Burundi. However, in Burundi, the impact on project activities remained limited, although transportation had to be reduced. The National Office (NO) responded to the challenge by negotiating an agreement with a Kenyan company, which enabled World Vision Burundi to secure fuel for critical field activities.

Staff turnover

During the reporting period, a significant number of staff in various projects chose to leave World Vision or were reassigned to other projects, for example in the Ngoswet, Roysambu, Adjumani, Umurava, Alale and Ejo Heza projects. This trend is identified worldwide, as skilled individuals are highly sought after in the current job market. World Vision has responded to this challenge by focusing on staff wellbeing, for example, in Burundi and Uganda. However, it is clear that project implementation can be disrupted due to thorough knowledge transfer and orienting new staff and establishing relationships of trust with the local communities.

Conflicts and refugees

Many of the project areas are close to violent conflicts. In 2024, there were conflicts in Ethiopia and Somalia of the programme countries, but spillover effects of the conflicts in the DRC, Sudan and South Sudan could be felt in project areas in Uganda, Rwanda and Burundi that are recipients of refugees. In the nexus project in Adjumani, funding was moved to humanitarian aid to respond to the changed needs (more information in section 3.2.3), and the work was generally impactful. It is worth noting that sometimes violent conflicts have a beneficial effect on the people in the project areas, as humanitarian assistance becomes available. Sometimes the end of humanitarian work is another shock, whether it is because the conflict becomes less intense or because the supplying organisation's funding is reduced or cut completely. This has happened for example in Somalia. Aid dependency is recognised as a challenge and great efforts are made in projects to ensure local ownership and sustainability from the start.

5.3. HUMAN RESOURCE MANAGEMENT

The year brought many changes for the International Programmes team. A new Programme Director was selected in May 2024 to guide the work and team forward, and a new Programme Advisor came on board in August. Additionally, the project portfolio was redistributed within the team to broaden expertise and encourage continuous learning. The team reached its full capacity with eight members: four Programme Advisors, one Grants Advisor, a Programme Coordinator responsible for programme finances, the Head of Humanitarian Aid and Grants, and the International Programmes Director. WV Nordic had a total staff of 34 employees in man-years in 2024.

The Programme team strengthened its capacity through a range of trainings and workshops during the year. These included training in MEAL, RBM (Results-Based Management), and HEAT (Hostile Environment Awareness Training), the latter being mandatory for all World Vision staff working in or travelling to high-risk areas such as Somalia. One team member completed the HEAT in Nairobi, Kenya in 2024. In addition, WVI provided global competence-

building opportunities through its annual mandatory compliance trainings. These included courses such as Compliance Harassment Prevention: Dignity and Respect at Work and Code of Conduct training, which WV Nordic staff completed in full. Child and adult safeguarding training remained compulsory for all new WV staff. The entire Programme team completed this training and actively promoted it to implementing partners. Also WV's training on Disability Inclusion Traveling Together is mandatory for all staff.

WV Nordic team managers received training on early intervention and coaching-based leadership models as well as change management. Meanwhile, the internal Environment and Climate Change Working Group comprising voluntary staff members continued its work throughout the year. Staff wellbeing was monitored systematically through various staff surveys. It was further supported by recreational events and focused discussions during weekly staff meetings, addressing topics such as coping mechanisms in rapidly changing work environments.

5.4. FINANCIAL MANAGEMENT

The third year of programme implementation was characterised by efforts to catch up on delays from the previous year, alongside necessary project adjustments in response to turbulent local and global economic conditions affecting project management. However, overall, no major financial or budgetary challenges were observed, and the planned activities and budget were implemented as intended. Accumulated carry forwards from previous years and savings in personnel costs led to budget revisions and the transfer of €154,953 from the 2023 programme budget to 2024. These transferred funds were utilised for programme activities in 2024, and the updated budget received formal approval.

The total spending of the Programme in 2024 was €3,876,783 of which €3,269,872 (84% of total funding) was funded by the MFA, and €606,911 (16% of total funding) was self-financing collected from private donors. 79% of all costs were distributed to partners for implementation of the programme.

The funding instrument responded effectively to the evolving refugee situation at the beginning of 2024, when large numbers of refugees arrived in the Adjumani region of Uganda from Sudan, South Sudan, and the DRC due to escalating violence. Some programme funds, roughly €12,000 were directed towards humanitarian support at a refugee reception centre near the programme implementation area to address urgent humanitarian needs.

The funds reserved for innovations and corporate initiatives were utilised for the FBAK initiative and the School Meals Initiative in Rwanda. The School Meals Initiative was also successfully implemented in Kenya and carry-forward funds were used to support these efforts.

The MFA development cooperation funding share of WV Nordic's total income was approximately 25% in 2024. In 2023, the corresponding figure was 23%, in 2022, 28%, and in 2021, 25%. WV Nordic applies for funding from additional sources to support project areas implemented with MFA development cooperation funding and actively seeks synergies with other programmes, stakeholders, and actors. As an example of this, the FBAK project in Rwanda was implemented in 2024 in partnership with the Finnish company Logonet Oy. Additionally, the company received Finnpartnership funding for their share of the initiative.

The carry forward from 2024 to 2025 is €135,081. The primary reasons for the underspending were savings in personnel and administrative costs in many projects, significant currency fluctuations (USD and local currencies), implementation of new administrative software, and delays in project procurements. A plan for the use of the carry forwards has been put in place by the projects.

Overall, the financing structure remained cost-effective and aligned with the budget. The direct project costs to partners were 79% of the total Programme costs in 2024. The remaining budget was allocated to communication expenses (6%), project planning, monitoring, evaluation and capacity building (8%), and to general administrative costs (7% flat rate). The personnel costs in Finland accounted for 6% of the total costs.

Thematical spending 2024

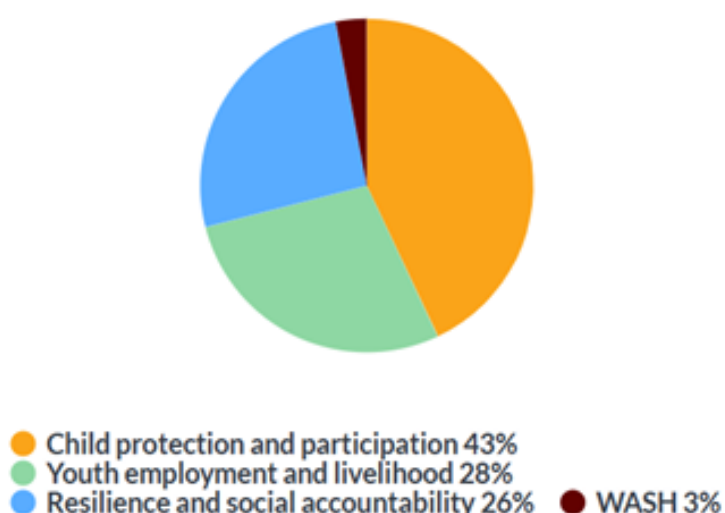


Figure 4. Programme thematical spending 2024.

As the Figure 4 shows, in 2024 the share of the programme costs divided by Outcomes 1-3 and WASH of total spending was as follows: Child protection and participation 43% (in 2023 37% and 2022 50%), Youth employment and empowerment 28% (in 2023 32% and 2022 25%), Resilience and social accountability 26% (in 2023 26% and 2022 24%), and WASH 3% (in 2023 5% and 2022 1%). The increased percentage in Child protection and participation compared to the previous year stems mainly from a shift in focus toward the Outcome in Adjumani project and Ngoswet AP. The yearly variations are also due, for example, to FBAK projects increasing the proportion of WASH activities over the past two years. The organisation has mainstreamed disability inclusion across all sectors. This strategic approach is chosen to enhance the effectiveness of promoting the rights of persons with disabilities. Livelihood initiatives also incorporate climate-smart actions.

The programme expenditures were divided between six countries through two APs and eight thematical projects. Most of the programme expenditures occurred in Kenya, Rwanda, Somalia,

and Uganda as shown in Figure 6. Five out of six implementation countries are considered belonging to the Least Developed Countries namely Burundi, Ethiopia, Rwanda, Somalia, and Uganda. In 2024, 72% of the total Programme budget was used in these countries, while in Kenya, categorised as lower-middle income, WV Nordic's projects took place in the poorest areas of the country.

Spending by country 2024

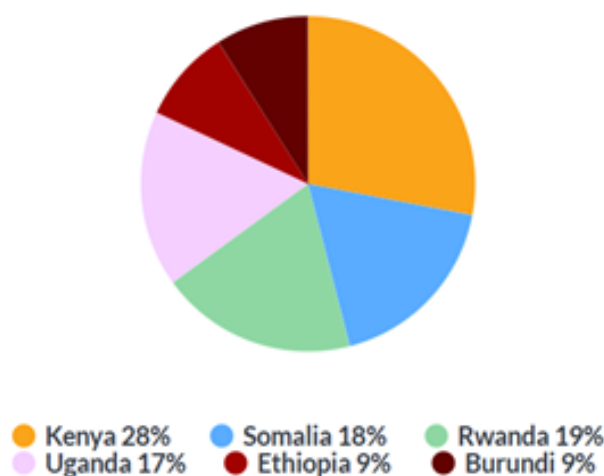


Figure 5. Spending by country 2024.

The management and administration of the WV partnership are professional and reliable. WV Nordic has continued to develop its internal management systems to better address the challenges of a changing operational environment. For instance, a financial coordinator has been in place since the beginning of this programme period in 2022 to enhance the efficiency of fund utilisation and monitoring. WV Nordic's executive management meets weekly, while the Board of Directors convenes 4–5 times per year. Board committees, Ministry and Fundraising, Governance, and Audit & Risk Management, meet at minimum prior to each board meeting or more frequently if needed. Administrative operations are regularly monitored and audited annually, both internally by the WV International Audit Group and externally by independent auditors. The programme is audited annually by external auditors in Finland, and individual projects undergo annual audits by local external auditors.

WV uses the PBAS system, and its financial processes at the international level are functioning effectively. Project expenses and budget progress are monitored biannually by WV Nordic and monthly by the national WV offices. Regular virtual meetings are held with project teams to ensure that reporting is adequate, and timelines are maintained. Financial processes and mechanisms are reviewed during monitoring visits using the updated financial monitoring tools.

Members of WV Nordic's finance and administration team are part of the WV Partnership Finance Team, which meets annually in person to share best practices and align on future goals. Additionally, the person responsible for WV Nordic's programme finance regularly participates in the Global Field Finance Team meetings organised by WVI.

Besides the MFA development cooperation funding, the total funding of WV Nordic in 2024 consisted of projects financed with the MFA Humanitarian Unit (KEO-70), Danida, ECHO, EU INTPA, UN agencies (UNFPA and UNHCR), and private funding.

Sources of funding 2024

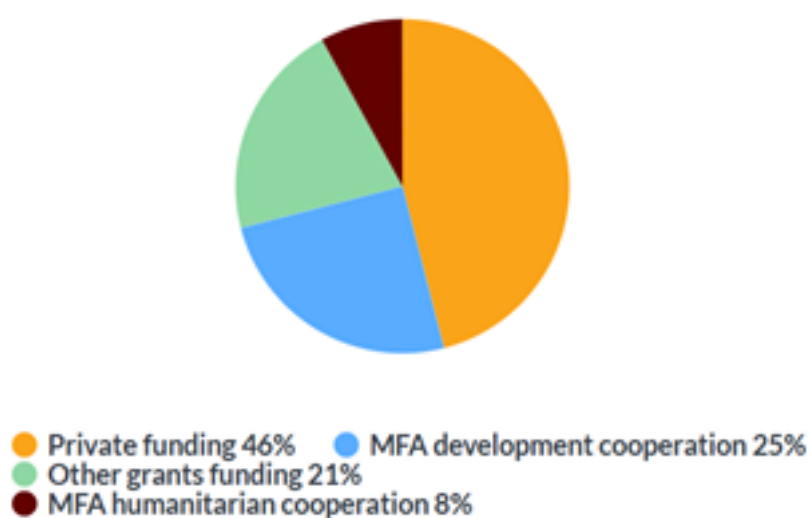


Figure 6. Sources of WVFIN total funding 2024.

