



INTERNATIONAL  
SOLIDARITY  
FOUNDATION

# Annual Plan 2022

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## 1. Introduction

The International Solidarity Foundation (ISF) is a Finnish development NGO established in 1970. According to the new ISF strategy, the foundation aims at creating a world where women and girls are empowered to build their own future, their self-determination is fully realised, and their right to bodily integrity is respected.

This document is based on ISF strategy and development programme 2022 – 2025, as well as the funding decision received for the programme from the Ministry for Foreign Affairs in Finland in November 2021. 2022 is the first operational year of ISF's 2022 – 2025 strategy. The strategy builds on ISF's previous work and key achievements, especially on ISF expertise on matters related to violence against women. The following vision for ISF is outlined in the strategy:

*In the year 2030, ISF is an organisation with a leading role in the empowerment of women and girls in East Africa.*

For ISF, the new organizational vision means first and foremost: 1) the ability to support and encourage local civil societies to operate boldly even in difficult conditions and on taboo topics; 2) sustainable growth and stability that



ensures the realisation of ISF's basic function; and 3) resilience in the face of challenges. If the ISF operating environment is enough favourable and the organisation is capable to employ its full potential, in 2030 ISF will:

- Be a leading specialist in the empowerment of women and girls by combining the promotion of livelihoods with the prevention of gender-based violence.
- Be an innovative organization whose mission and operating models are relevant, bold and ahead of the time.
- Have a diverse and stable funding base.
- Be an adaptive organisation where learning is at the core of our operations.
- Have efficient stakeholder relations and strategic partnerships.

To achieve its vision, the following strategic objectives will guide planning and decision making in ISF from 2022 onwards:

- ISF is a key enabler in the eradication of FGM in East Africa
- ISF has growing, stable funding
- ISF is an adaptive and learning organisation

In 2022, FGM prevention will be emphasized in programme work and highlighted in communication and fundraising approaches

and campaigns. ISF continues to combine FGM work with the promotion of women's livelihood resilience. It plans to build its own and its partners FGM expertise through trainings, networking and recruitments.

The organization's growth aspirations are reflected in the programme management re-structuring, which emphasizes the important role of institutional fundraising. The growth objective also implies investments in private sector fundraising: a new outsourced F2F campaigning model will be developed and implemented in 2022 to increase the monthly donor volume. ISF will also invest in data driven digital fundraising for lead acquisition and conversion. ISF communications will support the growth aspirations by building brand awareness primarily through social media.

Similarly, learning and innovation are emphasized in the 2022-2025 development cooperation programme. In 2022, learning will for example be emphasized in the preparation of final 2018-2021 project and programme reports and the planning of new projects.

During the year, the core financial and administration tasks, roles and working methods will be clarified to better serve ISF programme goals. ISF builds an organisational culture that encourages staff and partners to learn and apply new knowledge, and to innovate boldly. In the post-COVID-19 era, combined online and office working as well as global co-creation are key elements of producing ISF results and strengthening the wellbeing of staff.



## 2. Development Cooperation Programme

The year 2022 is the first year of ISF's 4-year development cooperation programme. The programme is ISF's main tool to implement its strategy. The programme is funded by the Finnish Ministry for Foreign Affairs (MFA), the UN Trust Fund to End Violence against Women (UN Trust Fund) and thousands of Finnish private donors. The programme is presented in more detail in the four-year programme document.

The goal of the programme is to strengthen women and girls' bodily integrity and livelihood resilience in East Africa (Ethiopia, Kenya, Puntland and Somaliland). It has five expected outcomes:

- Judicial and moral duty bearers take action to mitigate violence against women and girls (VAWG)
- Women and girls collectively claim their rights
- Women's sphere of influence has expanded
- Women benefit from services and networks that support livelihood reform
- Improved capacity of farm systems to mitigate and adapt to climate change

In Kenya, ISF will implement five projects in Kisii and Nyamira counties, including two projects with local cooperatives to support women's livelihood resilience and two projects with local NGOs to prevent VAWG, particularly female genital mutilation (FGM). ISF will also maintain and continue to develop the Muungano Gender Forum, which is a multisectoral platform to discuss and coordinate efforts to address women's rights in Kisii and Nyamira counties. All five projects are in the implementation phase from the beginning of the year as the planning phases were completed by January 2022. In addition, ISF has a corporation agreement with Fingo to support the implementation of the Fingo Powerbank project in East Africa, which includes hosting a staff member for the project.

In Somaliland, 2022 is the final year of implementation for three ongoing VAWG/FGM projects. The plans presented in this Annual Plan mainly concern these projects. In addition, five new projects will be planned during 2022 together with ISF's local partners, including two projects focusing on women's livelihood resilience and three projects focusing on VAWG/FGM prevention in Sanaag and Togdheer regions. The annual budget for Somaliland includes unallocated funds (265 659 euros) for two projects, which were initially planned to be implemented through a local partner with whom ISF decided to suspend cooperation at the end of February 2022. A new plan for the use of these funds will be prepared during the year and shared with ISF's main donors. In line with ISF's programme approach, both women's livelihood resilience and the prevention of violence are mainstreamed into all new projects. Implementation of most of these projects starts in the second half of the year. The initial plans presented here are based on preliminary concept notes that will be elaborated during the planning phase.

Ethiopia is a new programme country for ISF. The Somali region was selected as ISF's target area. The escalation of an armed conflict, which erupted in northern Ethiopia in late 2020, affects, however, the possibility to commence operations in the country. ISF's registration request is on hold as the Ethiopian authorities do not process requests from international NGOs until they have verified that the permits of existing actors are up to date. It is difficult to estimate how long this stalemate will continue. This Annual Plan and related budget have been prepared with the assumption that ISF could start operations in the second half of the year. If the process moves forward, ISF will launch a call for local partners in the Somali region and start the recruitment of local staff. Extensive project planning will then be carried out with the local partners, including identification of cooperation possibilities and synergies with the Somaliland programme. If the entry to Ethiopia is further postponed to 2023, the related budget will be carried over to the subsequent years of the programme period.

ISF estimates to reach some 43,000 direct beneficiaries and over 164,000 final beneficiaries in Kenya and Somaliland during the programme period. 61% of the direct beneficiaries and as many as 96% of the final beneficiaries are women and girls. The numbers for Kenya are based on project plans finalized in January 2022, while the numbers for Somaliland are based on initial concepts that will be elaborated further during project planning in early 2022. Beneficiary numbers for Ethiopia will be estimated once ISF is able to start operations in the country and partners have been selected. In 2022, the following priorities will guide ISF's programme work:

1. **2022 – 2025 programme launch:** The programme document and project plans, as well as 2022 annual plans, have been updated based on the funding decision in late 2021. ISF will start operations in new programme areas, including the Somali region in Ethiopia (if the situation in Ethiopia allows) and Sanaag region in Somaliland. For most projects, comprehensive planning phases will be carried out during the year.
2. **Promoting learning and development:** Learning and innovation will be emphasized throughout the programme and project cycles, including in the preparation of final 2018 – 2021 programme/project reports and planning of new projects. Regular sessions will be organized between ISF staff, partners and other key stakeholders to promote learning and sharing of best practices. The ICT reform at the end of 2021 (systematic and structured use of Teams) will be used to promote learning and sharing of best practices. A regional training plan will also be prepared for ISF staff and partners, covering ISF's thematic areas of expertise, project management and organizational development.

**3. Institutional fund raising:** To achieve its strategic objective on growth, ISF will develop relations with current and potential donors in East Africa, including local EU delegations and relevant UN agencies such as UN Women, UNFPA and UNICEF. It will also continue to cooperate closely with the Ministry for Foreign Affairs in Helsinki, and the Finnish embassies in East Africa. It plans to identify and participate in 1-2 interesting funding opportunities.

**4. Team leadership:** The programme team structure was revised as of January 2022 to better support field operations, institutional fund raising and results-based management (chapter 4.2). Roles and responsibilities within the team and individual core functions of staff members will be updated, reflecting ISF's new strategy. In 2022, several recruitments are planned, including Senior GBV Adviser in East Africa, , Country Director and other local staff in Ethiopia (Finance and Administration Coordinator and two thematic coordinators), and a Livelihood Coordinator in Somaliland. The Finance and Administration Coordinator in Somaliland was recruited in January 2022.

## 2.1 Outcome 1: Judicial and moral duty bearers take action to mitigate VAWG

New knowledge that challenges practices that have been taken for granted for generations is often painful and not easily internalized. Social and moral norms upholding harmful practices and VAWG must be challenged by trusted people with authority. Hence, ISF sensitizes moral duty bearers (local opinion leaders such as religious, traditional, and cultural leaders) and encourages them to raise their voice against harmful practices and VAWG.

While ISF focuses on primary prevention of VAWG—addressing social and moral norms upholding VAWG—it also aspires changes in legal norms to address impunity that is a major factor upholding VAWG. ISF sensitizes judicial duty bearers (political decision-makers and public officials) about VAWG, and supports them to establish and enforce coordination mechanisms, policies, and action plans.

**In Kenya**, the monthly ISF Muungano Gender Forum (established in 2018) continues to bring together local state and non-state actors to strengthen women's rights and gender equality in Kisii and Nyamira counties. It supports the Kisii County Government in implementing the *County-Specific Costed Action Plan for Ending FGM*. Particularly, the Forum supports coordination for NGOs that address women and girls' rights in Kisii and Nyamira

As medicalization of FGM is particularly high in Kisii and Nyamira, ISF sensitizes health officials and encourages them to publicly stand against FGM. Opinion leaders, such as Abagusii council of elders and faith-based organizations, are mobilized to challenge the social pressure to continue FGM. ISF and its partners also train local chiefs and paralegals on victim sensitive



ISF sensitizes moral duty bearers and encourages them to raise their voice against harmful practices and VAWG.

reporting and referral mechanism to address impunity and strengthen legal and medical support for survivors of violence and harmful practices.

**In Somaliland**, ISF supports efforts to enact the Anti-FGM Policy drafted and intensively advocated in 2021. Local—often conservative—religious leaders (*sheikhs*) are sensitized on the harmful effects of all types of FGM and exposed to more progressive Islamic scholars. Progressive religious leaders are engaged in media and social media activities to convince parents as well as political decision-makers that FGM is not a mandatory or honourable practice. Moreover, social media influencers, journalists, and university students are supported to advocate against FGM. In rural communities, ISF sensitizes community management committees (CMC) and village facilitators who support the CMCs to make public declarations to end FGM.





Alternative Rite of Passage provides an initiation without genital cutting.

## 2.2 Outcome 2: Women and girls collectively claim their rights

To claim and protect their legal and human rights, women and girls need knowledge on their rights and existing support services if they experience or fear being exposed to harmful practices and violence. They also need safe platforms to discuss challenges and solutions, as well as role models, solidarity groups, and peer support networks to collectively claim their rights. Moreover, women need platforms where they can interact with local duty bearers and civil society actors to identify critical gaps in women's rights and promote local ownership and solutions.

**In Kenya**, the extension of the Muungano Gender Forum to the community level in 2021 (previously the project focused on cooperation among duty bearers, women's rights activists and other actors working for women's rights in Kisii town) provides rural women opportunities to raise issues and grievances that are relevant in their lives, such as decisions over land use, partner violence or safety in public places. While the cooperation with the County Governments continues (see Outcome 1), the weekly grassroot forums in Kisii and Nyamira rural sites aim to bridge the gap between the local administration and the communities. In addition, the Forum organises trade fairs for women entrepreneurs in Kisii and Nyamira to increase their visibility and to link them with private service providers and input suppliers.

To raise awareness and encourage survivors of VAWG to seek support, ISF will scale up communications methods and channels that were tested during the COVID-19 pandemic,

such as bulk SMS and WhatsApp messages, Facebook live sessions, and video animations shared via social media. ISF will continue to test and develop new digital tools to inform and encourage VAWG survivors to utilize helpline numbers, medical and judicial support services as well as to report the cases to local authorities. For example, ISF explores the use of a mobile phone application called "pasha" launched by UNICEF and the national Anti-FGM Board in Kenya.

In the Abagusii community where ISF operates, FGM is practiced as an initiation into womanhood, making girls respected community members. ISF has developed an Alternative Rite of Passage (ARP) to the local context in Kisii, which provides an initiation without genital cutting. It builds on ISF's previous work with mentoring programmes (or "safety camps") for girls during school holiday cutting seasons. Parents to the ARP participants also receive training on FGM, culminating in a shared declaration to abandon the practice.

**In Somaliland**, the ongoing projects address women's self-help groups (SHG) in internally displaced people's communities. The SHGs are coordinated by so called cluster level associations. ISF provides displaced women with numeracy and literacy training, basic entrepreneurship skills, and knowledge on VAWG. Female Human Rights Ambassadors trained from among the SHG women disseminate information among their peers, empowering them to claim their rights. In rural communities, ISF facilitates women's dialogue with cooperative, village and district leaders. ISF also strengthens the unity of local CSOs' campaigning against FGM as well as coordination between CSOs and authorities in Togdheer and Sanaag regions to address all types of VAWG.





## 2.3 Outcome 3: Women's sphere of influence has expanded

All ISF programme activities that promote women's livelihood resilience also support their roles at home and in the communities. ISF encourages men and women to identify and question harmful gendered stereotypes and norms to promote women's economic roles and public participation, and to end harmful practices and VAWG. Negative stereotypes and rigid norms often constrain women's opportunities and social status, when they, for example, emphasize women's 'purity' and subordination to male guardians, represent women as weak, emotional, and sexually reckless. Biased stereotypes and norms are also used to justify control of women's sexuality, restrictions on their self-determination and mobility. Even when engaged in productive activities, women have less power and influence to make decisions concerning their livelihood and they suffer from triple workload as mothers, wives, and entrepreneurs.

**In Kenya**, ISF increases women's cooperation with the private sector and innovation and extension services. It promotes women's right to use family land, trains women in utilizing digital services, increases their access to finance and enables discussions with decision makers. ISF connects local livelihood and women's rights actors. Also, ISF includes a livelihood component in all the VAWG projects to expand women's productive role and decision-making power at home and in the communities. The new approach is planned in cooperation between ISF experts and partner NGOs. The work utilizes contacts, operating environment analyses, and training manuals set and produced in the livelihood projects.

Respectively, ISF aims to reduce the risk of partner violence in the livelihood projects by utilizing the expertise of the local partners specializing in VAWG prevention. Livelihood projects

recruit a GBV Officer who coordinates the respective activities and volunteers supported by the VAWG expert organization. The activities focus on sensitization sessions with men (spouses of project female beneficiaries), women, boys and girls. The topics range from the role of women in family decision making over livelihood resources, to referral systems for survivors of violence.

In all projects, peer role models, such as uncut girls, women entrepreneurs, parents who reject FGM or men who stand against partner violence are engaged to challenge prevailing views of 'normal' or acceptable behavior. They also exemplify alternative nonviolent parenting and domestic conflict resolution practices. The community dialogues organized by the Muungano Gender Forum will provide platforms for the role models to share their experiences.

**In Somaliland**, ISF mainstreams FGM awareness raising in basic life skills (literacy, numeracy, entrepreneurial skills) training, and seeks the support of traditional leaders for the awareness raising on women's rights (see also Outcome 2) in internally displaced people's communities. Similarly, in the projects that will start implementing in the second half of the year, ISF will support the partners to mainstream VAWG prevention systematically into livelihood work in all projects. The approach is outlined in a Somaliland specific manual where ISF describes how to teach poorly educated women basic entrepreneurial skills and how to discuss VAWG with them. In 2022, all ISF partners agree on how this component is implemented among the partners and first sensitization sessions are conducted.

ISF also plans to scale up its work with men's groups to engage them more in discussions on women's economic role, spousal cooperation, and negative consequences of partner violence and FGM. A male champions network will be established to address rigid gender roles in their communities. A similar group will be introduced for younger boys.





ISF supports women to organise in self-help-groups, cooperatives, and other collective business models.

## 2.4 Outcome 4: Women benefit from services that support livelihood reform

Women often manage their livelihoods in isolation, which prevents them from risk sharing and unlocking the potential of joint investments and contracting, as well as participation in multi-actor development and innovation processes. ISF supports women to organise in self-help-groups, cooperatives, and other collective business models, and strengthens their capacity to lead and manage these groups. It improves women's access to training, advisory services and technology, and increases their participation in problem solving forums. Improved organisational and production capacity and new technology helps women to access new market opportunities.

ISF supports the creation of multi-stakeholder community platforms for experts, authorities, entrepreneurs and farmers to jointly identify problems and develop solutions. This supports decision making over sustainable use of natural resources and helps to identify services and activities that support women's livelihoods.

**In Kenya**, ISF continues to develop the leadership and business management capacity of its local livelihood partners (women's own businesses). It supports their business leadership skills through cooperation with other businesses and agricultural specialists, and trainings. It improves their capacity to provide peer training and advice (digital and face-to-face) and promotes their disability inclusion capacity and practices.

To promote learning and innovation in farming and pre-processing, ISF supports the establishment and use of experiment plots, pre-processing plants and facilitates expert cooperation with the private sector, research and technical institutions, local authorities, and food safety regulating agencies. Women are capacitated in climate smart and nature positive farming and post-harvest handling and processing technologies (drying and grinding) in newly established processing plants. ISF improves women's access to digital advisory services and weather and market information.

ISF supports its partners in the collective procurement of inputs, transport solutions and marketing. It also develops women's own input processing such as organic fertilisers. Possibilities for direct selling and contract farming are explored to reduce the exploitation of middlemen and increase women's incomes.

**In Somaliland**, ISF improves livelihood resilience of agro-pastoral communities and cooperatives in Sanaag and empowers women entrepreneurs in internally displaced people's (IDP) camps and urban areas in Togdheer. In Sanaag, the projects establish partnerships with key value chain actors, train beneficiaries and help women in organising themselves in livelihood groups. In IDP camps, the women are also supported to organise themselves into groups and first capacitation sessions are conducted.





ISF supports women's groups and cooperatives to identify strategies that promote climate smart and nature positive farming.

## 2.5 Outcome 5: Improved capacity of farm systems to mitigate and adapt to climate change

Poor people have limited knowledge and resources to adapt to extreme weather conditions and to mitigate climate change. ISF improves local adaptation capacities to respond to change and to limit negative impacts. It supports the development of farm and/or farming system disaster risk reduction plans, which include land-use planning to support sustainable management of natural resources and the use of energy and water. ISF also invests in climate smart technologies and capacitates women and men in climate smart agriculture. It develops local capacities to mitigate climate change by supporting the use of low emission energy sources and promoting agro-forestry.

**In Kenya**, ISF supports the testing of technologies and practices that save water and improve soil fertility. It promotes the production of new climate smart crops, such as mushrooms and indigenous vegetables (vertical farming). It also explores the possibility to farm legumes, such as tiger nuts and yellow gram lentils, which could be used in plant-based protein milk products. ISF promotes the use of nature positive farming practices, such as minimum tillage, composting and use of green manure, crop rotation and agro-forestry.

ISF also explores the possibility to process banana by-products, such as banana leaves for preparing low emission and organic packaging material for mushrooms and vegetables. The use of solar energy in pre-processing is supported.

ISF supports women's groups and cooperatives to identify strategies that promote climate smart and nature positive farming in cooperation with Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK) and the Finnish Agri-Agency for Food and Forest Development (FFD) to improve partners' capacity in nature positive and climate smart farming, special focus in agro-forestry. ISF supports women's access to weather services.

**In Somaliland**, ISF supports farms and farming systems to adapt to new situations in a way that improves farm productivity and decreases livestock and crop losses. In 2022, the projects establish partnerships with key experts and initiate development processes of new water and soil management methods and possible new livelihoods in cooperation with key actors and experts.

# 3. Communication And Advocacy In Finland

Communications include communications for development, global education, volunteer work, and campaigns. The purpose is to strengthen the knowledge of Finnish audiences and encourage their participation in global themes that are relevant to ISF, and in this way, help to achieve the programme goal and ISF mission. Strategic communications support ISF's efforts to combat FGM, enable women and girls to realize their full potential, and emphasize the role of civil society to build global change and active citizenship.

Advocacy refers to political and public efforts to influence Finnish development policies and funding. The aim is to ensure that women's and girls' rights to bodily integrity and self-determination are fully materialized. The Agenda 2030 and its claim for global responsibility is the foundation for ISF's advocacy work.

## **Communications and global education have engaged audiences, generated brand awareness and engagement in development themes**

Utilizing the target audience understanding cumulated last year, ISF will focus on building top-of-mind status within these target audiences. Top-of-mind means to be the first to come to mind in a certain area or theme, and it requires an increased understanding of the causes ISF represents, such as FGM.

To achieve its strategic and programme goals, ISF will focus on social media as the most efficient way to reach audiences and engage them in global women's and girls' issues. Efforts will focus on certain key days when relevant topics are already discussed. ISF will participate in current discussions in social media, linking themes relevant to ISF into daily engagement.

Building brand and cause awareness among key audiences guides ISF communications campaigns during the year. A focused awareness raising campaign is planned for the International Women's Day and around the International Day of the Girl. During the year, ISF will also make plans for the 2023 Day of Zero Tolerance for Female Genital Mutilation.

To maintain a multi-channel approach to communications, traditional media will be approached with personalized media contacts and pitching selected development themes for interested journalists. ISF also aims to generate social media discussions that might get picked up by traditional media. Social media influencers will continue to play an important role in communications campaigns.

Content creation will include new audio-visual elements, including an ISF soundscape, and producing short videos for emerging video social media such as TikTok and Instagram Reels. On-going communications for donors and supporters include email newsletters and printed reports.

A new global education model will be tested in selected social media channels with peer-to-peer content: how would social media influencers engage with their audiences in a meaningful way. This requires finding influencer partners for long-term collaboration.

Digital volunteer activation and finding new digital volunteers will be key in activating ISF's online audiences and offering them new ways to participate. Based on an initial digital volunteer plan drafted in 2021, ISF will create content and a detailed activation plan. ISF will host at least one online session for digital volunteers, covering themes such as FGM and how to talk about it in social media.

An important aspect of development communication will be to emphasize the raising of local voices and messages. ISF will work to reduce colonialist and white savior aspects and seek diversity training and networks. ISF will also explore ways to engage with the Somali diaspora in Finland.

## **ISF is an active partner in relevant political campaigns and advocacy networks**

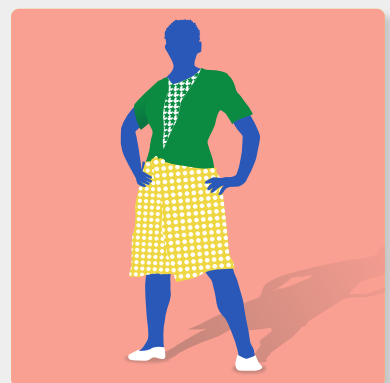
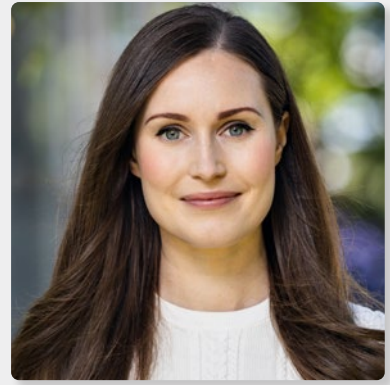
The objectives for ISF's advocacy work in Finland are to:

- Ensure development funding for women and girls
- Mainstream gender perspectives in Finnish development and foreign policies
- Ensure development funding for small farmers' climate adaptation and mitigation
- Promote policies and practices that improve women's livelihood resilience globally

In Finland, ISF advocates as part of a wider network. It is an active member of Fingo's "Gender and Development" working group, "Food Security" working group, "Agenda 2030" working groups and "Fair Transition" working group which campaigns for tax justice, climate justice and private sector human rights and environmental responsibility. ISF supports the Finnwatch research programme on labor rights and rights of association. It advocates for sexual and reproductive health and rights together with other NGOs through the Sexual Rights Network (Seksuaalioikeusverkosto), coordinated by the Family Federation of Finland (Väestöliitto). ISF also participates in relevant FGM-related forums, such as the annual FGM Working Group of the Finnish Institute for Health and Welfare (THL). In 2022, ISF identifies relevant coalition(s) and theme(s) regarding the Parliamentary elections held in 2023.

At the EU level, ISF advocates via Fingo and the European SOLIDAR network. At the global arena, ISF is a commitment-maker to Generation Equality (Gender-Based Violence Action Coalition) which is a UN Women led 5-year (2021-2026) action journey to fulfil the promise of the Beijing Platform for Action and to accelerate equality, leadership and opportunity for women and girls worldwide.





# 4. Governance And Human Resources

## 4.1 Governance

ISF's governing structure includes the Delegation, the Board (of trustees) and the Executive Director. The Executive Director is responsible for ISF operations under the supervision of the Board. She is supported by the Management Committee, consisting of HQ-based Directors and Managers.

The Board oversees the execution of ISF's operations and resources. It approves ISF's statutes, rules, regulations, and policies, as well as annual plans and reports. It oversees risk management by updating the risk register and risk mitigation plans annually. It also oversees the organization's budgeting and financial management and is responsible for investments.

The Board assembles around ten times per year. Its priority for 2022 is to guide and support the implementation of the new strategy. Board and staff barometers are done annually to support the development of ISF's management and leadership practices.

The Delegation assembles two times for the statutory spring and autumn meetings to appoint Board members and ISF auditors.

## 4.2 Human resources

In East Africa, ISF has offices in Nairobi and Kisii in Kenya, and in Hargeisa and Burao in Somaliland. In 2022, it will open offices in Addis Ababa and Ethiopia's Somali region if the entry to Ethiopia materializes.

The programme team structure was revised in January 2022 to better support field operations, institutional fund raising and results-based management. Each country operation is led by a Country Director who reports to the Programme Director in Finland. The new standardized field structure includes two thematic coordinators and one resource specialized in finance and administration in each country. In Kenya, the team also includes project staff for the Muungano Gender Forum and a Partnerships and Innovation Adviser, who works for the Fingo Powerbank project and is hosted by ISF in Nairobi. In Somaliland, the Finance and Admin Coordinator was recruited in January 2022 and the Livelihood Coordinator will be recruited later in the first half of the year. In addition to the standard structure, the team also includes an Adviser on Gender Equality and Women's Empowerment until November 2022 (UN Trust Fund funded fixed-term position). In Ethiopia, ISF will recruit local staff according to the standardized field structure if the situation allows.

The Programme Director in Finland is responsible for leading the development cooperation programme and overseeing field operations. The new Programme Team structure includes a Programme Manager who oversees planning, monitoring, evaluation and learning. The Programme Manager supervises two senior advisers on gender-based violence and livelihoods. The Senior GBV Adviser is currently being recruited and will be based in East Africa.

The Finance and Administration Manager is responsible for ISF's financial administration, planning and reporting, including human resources administration. A new Finance and Administration Manager joined ISF at the beginning of 2022. The Finance and Administration Planner in Helsinki is responsible for bookkeeping, monitoring project finances, financial reporting by partners, and money transfers. Financial management in the field will be strengthened in 2022 through the creation of specific finance positions in each country. The locally recruited Finance and Admin Coordinators will report to Country Directors and work in close cooperation with each other and the finance team in Finland. Outsourced services are also used to complement financial and HR administration in Finland.

The Communication and Fundraising Team in Helsinki applies the principle of joint management and common planning. The Communication Manager (to be recruited in early 2022) oversees ISF's communication, global education, and volunteer action, and supervises the Communications adviser (to be recruited in the second half of 2022) and two fixed term employees: Communications Coordinator and Social Media Content Producer.

Outside of ISF programme, the Fundraising Manager oversees individual fundraising and campaigning in Finland. She supervises the Marketing Advisor, responsible for campaign coordination and donor marketing, and Loyalty Planner, responsible for donor services, donor journey and donor care development, CRM development and face-to-face operations. Furthermore, part-time and seasonal staff will be hired for fundraising campaigning in Finland.

In 2022, ISF will clarify and improve back-up arrangements for all staff in case of resignations and long absences, particularly for managerial positions.

The Occupational Safety Committee is responsible for follow up and development of ISF occupational well-being, management and know-how. The 2022 annual priorities for the Committee will be set in early 2022, including the revision of the Board and staff barometers.



# 5. Governance And Human Resources

## 5.1 Financial administration

During the year, the organization's core finance and administration tasks and roles, including the role of outsourced services, will be clarified to better support the implementation of the new programme and ISF strategy.

In 2022, ISF will introduce a new financial management structure in the field, which includes financial and administrative positions in each programme country. During the year, efficient ways to cooperate between finance staff in the field and at HQs will be developed. ISF will also introduce a new accounting software for field operations and improve financial reporting in programme countries. The new Teams environment will be used to support effective communication and cooperation between ISF, its local partners and auditors.

## 5.2 Financial requirements

ISF budget for 2022 is 4,034,312 euros, including 3,469,867 euros for the development programme.

	Budget 2022		Budget 2021		Financial Statement 2020	
	Whole ISF	Development Programme	Whole ISF	Development Programme	Whole ISF	Development Programme
Kenya	811 826	811 826	813 843	813 843	616 613	616 613
Nicaragua	0	0	192 462	192 462	242 120	242 120
Somaliland	1 212 591	1 212 591	1 404 485	1 404 485	996 010	996 010
Ethiopia	300 000	300 000	0	0	0	0
Programme Planning	450 001	450 001	392 344	392 344	287 035	287 035
Communications	348 482	348 482	323 265	323 265	270 089	270 089
Administration	409 432	346 967	378 926	342 926	382 438	267 985
Fundraising	501 980		460 065		384 119	
<b>TOTAL</b>	<b>4 034 312</b>	<b>3 469 867</b>	<b>3 965 389</b>	<b>3 469 324</b>	<b>3 178 424</b>	<b>2 679 852</b>

## 5.3 Funding

In 2022, programme funding is 3.8 million euros, including 2.7 million from the MFA in Finland (71% of programme funding), 347 591 euros from the UN Trust Fund (9%), and 66,154 euros from Fingo. Private sector revenue is expected to be 1,217,000 euros in 2022, covering the immediate costs of fundraising activities as well as 715,020 euros for the development programme (19%).

The 2022 programme has a surplus of 358,898 euros (budgeted as a deferral of revenue), whereas the subsequent years of the programme period will be in deficit. The 2022 surplus and subsequent deficits will offset each other during the programme period. The gradual growth in expenses from 2023 onwards is largely explained by the delays in starting operations in Ethiopia and Puntland. During the strategy period 2022–2025, ISF aims for significant growth in private sector funding. This growth determines priorities and investments in fundraising in 2022. The main priority is to increase the volume of monthly donors to build a healthy donor base.

New monthly donors will be recruited by investing in F2F operations both in-house and through outsourcing. ISF will concentrate on loyalty and donor care funnels to prevent donor loss. A data driven approach to existing donors' behaviour will result to efficient cross-selling as well as donor loyalty and retention.

With the help of the target audience study cumulated in 2021, ISF will continue to reach new leads and one-time donors to ensure a growing donor base. ISF optimizes digital fundraising especially through social media and search engine marketing. Service design based on data analysis in behaviour and lean web development will ensure a coherent digital customer experience. An agile campaigning model builds opportunities for donor engagement steadily throughout the year in addition to three larger annual fundraising and brand awareness campaigns. Fundraising methods remain mainly F2F, digital tools, direct mail and telemarketing. Planning and testing to reach and engage corporate donors continues, as well as productization for legacy donations.

### Income

MFA Funding	2 700 000
UN Trust Fund	347 591
Other Income	66 154
Fundraisin	1 217 000
Investing	29 065
Deferral of Development Programme for 2023	-358 898

**Total Income** **4 000 912**

### Expenses

Development Programme	-3 469 867
Fundraising	-501 980
Other Expenses	-62 465

**Total Expenses** **-4 034 312**

**Deficit** **-33 400**



# ISF PROJECT DESCRIPTIONS 2022

## Kenya

### International Solidarity Foundation (ISF) – Muungano Gender Forum

- Goal: Prevalence of VAWG in Nyamira and Kisii is reduced
- Timeframe/Project phase: 2022–25 (launched in 2018)
- Budget 2022: 110 825 €
- Geographical scope: Kisii and Nyamira counties
- Direct beneficiaries 2022–25: 8 137 (5 079 women, 2 618 men, 220 girls, 220 boys)
- Final beneficiaries 2022–25: 17 917 (7 697 women, 10 220 girls)

ISF's Muungano Gender Forum (Muungano meaning 'together') is a multisectoral platform for discussing women's rights in Kisii and Nyamira counties. The project complements ISF's partner-led projects and contributes to their objectives. When it was launched in 2018, it organized monthly sessions in Kisii town. Already in 2021, Muungano expanded into surrounding rural communities. In 2022–25, it has two main components: weekly grassroots dialogues in altogether 11 rural locations (same where the partners operate) and cooperation with Kisii and Nyamira County Governments to coordinate civil society organizations' efforts to promote women's rights.

The main development processes in 2022 are as follows:

Muungano aims to reach more local people and influence village-level practices to prevent and mitigate violence. Therefore, Muungano facilitates over 40 **grassroot dialogues** between CBOs, community and church leaders and community members. In addition, Muungano organizes quarterly **trade fairs** for women entrepreneurs in Kisii and Nyamira to increase their visibility and to link them with private service providers and input suppliers.

With the **County Governments**, **quarterly meetings** with relevant stakeholders will be organized to share information and promote important initiatives such as alternative rites of passage, ARP (key anti-FGM strategy), Costed Action Plans to end FGM, as well as issues raised in the grassroots dialogues.

Muungano continues developing its advocacy and communications work by, for example, participating in county and national events, **improving media and social media coverage**, and collecting participant feedback after each rural dialogue.

### Centre for Community Mobilisation and Empowerment (CECOME) – Shielding women and girls' rights

- Goal: Prevalence of FGM and partner violence is reduced in project areas
- Timeframe/Project phase: 2022–25 (similar project in other locations in 2016–21)
- Budget 2022: 121 739 €
- Geographical scope: Kisii county
- Direct beneficiaries 2022–25: 1 767 (479 women, 478 men, 675 girls and 135 boys)
- Final beneficiaries 2022–25: 6 355 (3 720 girls, 2 635 women)

The project aims to reduce partner violence and FGM in three sub-locations in Kisii county by mobilizing key moral and judicial duty bearers, addressing impunity and providing nonviolent alternatives to harmful practices. The project includes activities to strengthen CECOME's knowledge and skills in promoting women's livelihood resilience, utilizing expertise from ISF local livelihood partners. The community dialogues organized by the Muungano Gender Forum will also complement CECOME project activities.

The main development processes in 2022 are as follows:

CECOME will establish **peer clubs in 9 schools**, with 50 students per school, led by a teacher who will serve as the school club leader. The clubs aim to create a group of influencers within the schools who will use drawings, debate, talent shows etc. to encourage their peers to say no to FGM and other forms of violence. The peer influencers will be trained using the Alternative Rite of Passage (ARP) curriculum, specifically designed for children under the age of 12. Each year, a new group of 10 girls from the nine target schools (altogether 90 girls each year) will go through the ARP curriculum. ARP graduates and peer club members will also participate in interclub exchange sessions and learning and sharing sessions with other girls, reaching out to over 300 girls and over 100 boys in 2022.

**Parents/guardians** of the peer club members will also participate in the ARP program to endorse their children's decision to say no to FGM and other forms of violence. The graduation of the girls entails a **public declaration** by the girls and their

parents to reject FGM, whereby they will serve as role models in their communities. The parents/guardians will also be taken through partner violence sessions and basic business and life skills training (such as savings and loan management) so that they can initiate income-generating activities at the family level.

To provide moral support for the new attitudes and behaviors, seven **religious and cultural leaders** will be trained and involved in sensitizing the community and challenging harmful cultural practices and norms. Religious leaders will reach out to their followers through church congregations, and cultural leaders through community gatherings.

Each parent/guardian will also be assigned a **health care worker** who will further sensitize them on the negative effects of partner violence and FGM in their everyday life. The 12 trained health care workers will also sensitize women in **community groups**, hold family dialogues, demystify the medicalized FGM, and link and refer cases to the nearest health facilities. The project will collaborate with the Ministry of Health regarding referrals, treatment, psychosocial support and identifying of healthcare workers to work with.

Six **local administrators** (paralegals, village elders, 'mijikumi' leaders, and chiefs) will be trained and encouraged to play an active role in educating community members about FGM risks and criminal sanctions. Furthermore, there will be dialogues and sporting events between community members and local administrators to increase community's trust in the local administrators when dealing with FGM and partner violence cases. The project will collaborate with the Children's Department to strengthen the Area Advisory Council (AAC), and reporting and follow-up mechanisms in case of FGM, partner violence and other forms of violence.

In Kenya, ISF includes a **livelihood component** also in projects focusing on VAWG prevention in order to expand women's sphere of influence at home and in the communities. In 2022, CECOME conducts community meetings to understand women's livelihood needs, and existing skills and resources. The project utilizes contacts, operating environment analyses, and training manuals set and produced in the livelihood projects. Based on the information, the project team will incorporate a 3-year livelihood component plan to the project plan. The project also explores possibilities to cooperate with 4K clubs at schools (4H clubs in English).

**Muungano Gender Forum** will complement CECOME work through the grassroots community dialogues organized in the CECOME target communities, through improved county-level coordination of CSOs and their anti-VAWG efforts, and by supporting the implementation of Kisii Costed Action Plan to end FGM. **Communication** activities such as IEC materials, social media posts, radio and TV programs, blogs, press releases and opinion articles complement and contribute to the overall success of the project.

## Manga Health Education African Resource Team (Manga HEART) – Promoting women and girls' prosperity

- Goal: Prevalence of FGM and partner violence is reduced in project areas
- Timeframe/Project phase: 2022-25 (similar project in other locations in 2016-21)
- Budget 2022: 121 739 €
- Geographical scope: Nyamira county
- Direct beneficiaries 2022-25: 1 372 (209 women, 163 men, 500 girls and 500 boys)
- Final beneficiaries 2022-25: 9 148 (6 742 girls, 2 406 women)

The project aims to reduce FGM and partner violence in two sub-locations in Nyamira county by mobilizing key moral and judicial duty bearers, addressing impunity and providing non-violent alternatives to harmful practices. Trained volunteers play a key role in the project implementation. The project includes activities to strengthen Manga HEART's knowledge and skills in promoting women's livelihood resilience, utilizing expertise from ISF local livelihood partners. The community dialogues organized by the Muungano Gender Forum will also complement Manga HEART project activities.

The main development processes in 2022 are as follows:

To build **trust between community members and local government officials** (chiefs and clan elders), and hence encourage community members to report cases of FGM and partner violence to the officials, Manga HEART organizes training workshops for men, women and youth and support them to use available mobile applications in reporting.

In order to mitigate medicalization of FGM, Manga HEART sensitizes 15 **health professionals** on the legislation, health risks and human rights aspects of FGM and other forms of VAWG. Trained health professionals are then mobilized as champions against the harmful practices and engaged in dialogue and private counselling sessions with community members.

Also, 30 **duty bearers** (clan elders, chiefs, religious leaders, police) are sensitized on the high prevalence, preventability, seriousness, and unacceptability of FGM and partner violence. They are encouraged to disseminate information in dialogue sessions with the community, to handle survivors with respect, report cases and arrest perpetrators, as well as to work together in coordinated way to mitigate VAWG.

50 Girls and 50 boys will be empowered to resist FGM in **school-based workshops** where risks related to FGM, and services for reporting and seeking help are discussed. Creative activities feasible for minors (such as signing, poems, sports) are carried out. 20 teachers, too, are trained on these issues and encour-





aged to disseminate the information in their classrooms.

Each year, 100 girls from the target schools will be taken through **Alternative Rite of Passage (ARP)** curriculum, specifically designed for children under the age of 12. In parallel, their parents participate trainings on FGM and other forms of violence. At the graduation ceremony, girls and their parents make public declarations to reject FGM, thereby becoming role models in their communities.

In Kenya, ISF includes a **livelihood component** also in projects focusing on VAWG prevention in order to expand women's sphere of influence at home and in the communities. In 2022, Manga HEART conducts community meetings to understand women's livelihood needs, and existing skills and resources. The project utilizes contacts, operating environment analyses, and training manuals set and produced in the ISF supported livelihood projects. Based on the information, the project team will incorporate a 3-year livelihood component. The project also explores possibilities to cooperate with 4K clubs at schools (4H clubs in English).

**Muongano Gender Forum** will complement Manga HEART work through the grassroots community dialogues organized in the Manga HEART target communities, through improved county-level coordination of CSOs and their anti-VAWG efforts, and by supporting the drafting of Nyamira Costed Action Plan to end FGM. **Communication** activities such as IEC materials, social media posts, radio and TV programs, blogs, WhatsApp chats, and bulk SMS complement and contribute to the overall success of the project.

## Nyamira North Women Savings and Credit Cooperative (NNWS) - Building capacities of NNWS women farmers for sustainable livelihoods

- Goal: Wellbeing of NNWS women farmers is improved
- Timeframe/project phase: 2022-25 (first phase in 2020-21)
- Budget 2022: 95 398 €
- Geographical scope: Nyamira county
- Direct beneficiaries 2022-25: 450 (349 women and 101 men)
- Final beneficiaries 2022-25: 8 380 (1 540 female and 680 male cooperative members, 3 080 daughters, 3 080 sons)

The project improves NNWS's operational and commercial capacity and its members' knowledge, skills and networks in selected value chains. The project builds collaboration with experts and other businesses for value addition of women's production and improves women's access to livelihood resources such as land, water, technology and finance. The project includes activities to reduce violence against women and girls, utilizing expertise from ISF local partner CECOME. The community dialogues organized by the Muungano Gender Forum will complement these activities. NNWS will also improve its disability inclusion policies and procedures.

The main development processes in 2022 are as follows:

The project expands the **mushroom and indigenous vegetable farming** and starts testing mushroom and vegetable **drying and grinding** in newly set pre-processing plant. Women's capacities are built in pre-processing and national **food safety standards**

in cooperation with Böna Factory Ltd. In 2022 the goal is to get preprocessing started in Nyamira. NNWS continues **contract farming** with Kenyan food processing company Mace Foods.

The project tests farming of **legumes and nuts** in NNWS demonstration plot to explore possibilities with Böna Factory Ltd and Sakami Coffee Farm (Trans Nzoia in Western Kenya) to produce **plant-based milk products** in Kenya. Possibilities to cooperate with Finnish researchers are mapped.

The project improves NNWS's capacity in **nature positive and climate smart faming**, special focus in agro-forestry. This is done in cooperation with Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK) and the Finnish Agri-Agency for Food and Forest Development (FFD).

The project supports NNWS participation to trade fairs and exhibitions and builds its capacity in contracting. Women are trained in **basic business skills, post-harvest handling and value addition**. The project improves women's access to **digital advice service and weather and market information**. NNWS starts conducting quarterly **market surveys** and opens a community shop to learn from markets and branding purposes.

The project continues exploring possibilities of **using local by-products** in the production of environmentally friendly packaging materials, special interest in banana by-products.

NNWS maps PWD among the beneficiaries, trains peer advisers in **disability inclusion**, includes PWDs in livelihood trainings and organizes feedback session with PWDs to improve their possibilities to participate in the project.

NNWS recruits a GBV Officer who coordinates the **GBV prevention and mitigation** sensitization sessions. The community dialogues organized by the Muungano Gender Forum will complement these activities.

## Bosinya Women's Community-based Organization (BWCBO) – Improving BWCBO women farmers' livelihood resilience

- Goal: Women's livelihood resilience is improved
- Timeframe/Project phase: 2022-25 (first phase in 2020-21)
- Budget 2022: 69 565 €
- Geographical scope: Nyamira county
- Direct beneficiaries 2022–25: 738 (386 women, 152 men, 100 girls and 100 boys)
- Final beneficiaries 2022–25: 1 520 (304 female CBO members, 608 daughters, 608 sons)

The project strengthens women's capacity to lead and manage their own business collective, increases women's access to skills development and innovation processes, and improves women's access to productive inputs and markets. The project includes activities to reduce violence against women and girls, utilizing expertise from ISF local partner CECOME. The community dialogues organized by the Muungano Gender Forum will complement these activities. BWCBO will also improve its disability inclusion policies and procedures.

The main development processes in 2022 are as follows:

The project trains peer advisers in climate smart farming practices in cooperation with County extension system, local farmers' training centers and FAO. The project begins cooperating with Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK) and the Finnish Agri-Agency for Food and Forest Development (FFD) to improve NNWS's capacity in nature positive and climate smart faming, special focus in agro-forestry.

The BWCBO includes new topics to its agri-business programme (pre- processing and food safety). Testing of and training in composting and organic manure production continues in the demo plot.

The project expands the mushroom and indigenous vegetable farming and starts testing mushroom and vegetable drying and grinding in newly set pre-processing plant. Women's capacities are built in pre-processing and national food safety standards in cooperation with Böna Factory Ltd. The project also introduces chili as a new product for farming and the projects supports BWCBO in identification of contracts markets.

The project supports BWCBO participation in trade fairs and exhibitions and builds its capacities in contracting. The project explores the possibilities of using local by-products in the production of environmentally friendly packaging materials.

The project produces a disability inclusion training-of-trainers manual and trains disability inclusion peer advisers who will conduct sensitization sessions for the beneficiaries (BWCBO members). People with disabilities participate in the planning of the disability inclusion component and awareness raising sessions.

BWCBO recruits a GBV Officer who coordinate the GBV prevention and mitigation sensitization sessions. The topics range from the role of women in family decision making over livelihood resources, to referral systems for survivors of violence. The community dialogues organized by the Muungano Gender Forum will complement these activities.

## Collaboration between ISF and Finnish Development NGOs (Fingo)

- Goal: Hosting of Fingo Partnership and Innovation Advisor at ISF Nairobi office
- Timeframe/Project phase: 2022–2023 (first phase in 2021)
- Budget 2022: 61 826 €
- Geographical scope: East Africa

The purpose of the partnership is to support the implementation of the Fingo Powerbank programme extension in Kenya (and East Africa when feasible). The practical objective of the partnership is hosting Partnership and Innovation Advisor at ISF Nairobi office in 2022 and 2023 so that Fingo will cover the related expenses for ISF. The recruited Partnership and Innovation Adviser will be operating as an ISF Kenya team employee, while fully committed to implementing the Fingo Powerbank.





## Taakulo Somaliland Community (TASCO) – Preventing sexual and gender-based violence and supporting women’s entrepreneurial skills

- Goal: Environment free from violence against women and girls in the target communities
- Timeframe/Project phase: 2022 (1-year extension to the 2022–21 project)
- Budget 2022: 81 818 €
- Geographical scope: Togdheer region
- Direct beneficiaries 2020–22: 385 (200 women / 185 men)
- Final beneficiaries 2022: 15 000 (13 000 women / 2 000 men)

The extension project builds upon and strengthens the achievements from the 2020–21 project phase, engaging with both old and new duty bearers (‘change agents’) and rights holders. The project aims to create an environment free from violence against women and girls, and to improve the income generation opportunities for women self-help group members (SHG) in five rural and internally displaced people’s (IDP) communities. The project applies a holistic approach, engaging CSOs and

local Government institutions, religious and traditional leaders, community management committees (CMC) and youth to take coordinated efforts against FGM and SGBV. SHG members in the target IDPs are trained on basic life and entrepreneurial skills as well as on FGM, SGBV, and women’s rights in general.

The main development processes in 2022 are as follows:

Taakulo supports the coordination of FGM and SGBV interventions among local CSOs and Government institutions by arranging **biannual coordination meetings** in the Burao District. The duty bearers will be involved in the international Anti-FGM Day and 16 Days of Activism against GBV campaigning with SHG women, traditional and religious leaders.

75 **CMC members, religious and traditional elders** are trained and mobilized to raise awareness on FGM and SGBV health consequences in their communities. 100 new youth are invited in peer discussions on FGM and SGBV. They are encouraged to disseminate information on social media platforms and through dramas.

To spread the message wider, **IEC materials and posters** are shared and biannual TV debates about the risks of FGM and SGBV organized with health professionals as key messengers. These activities are expected to reach some 3 000–4 000 people.

As the 2020–21 project phase achieved its objectives regarding training of the SHG women, Taakulo will now identify 100

new **SHG women to be trained** on FGM and SGBV health consequences and referral mechanisms and small business management. The project arranges women-to-women dialogues for survivors to share their experiences and establishes an anti-FGM committees whose members are selected from among the SHG members. Moreover, the SHG women are linked to relevant suppliers in main market to promote their income generation opportunities.

A final evaluation of the project will be commenced in 2022.

## Network against FGM in Somaliland (NAFIS) – Community-driven FGM abandonment and women empowerment

- Goal: daughters to targeted parents avoid FGM, and women in the targeted self-help groups are empowered to claim for women's right to bodily integrity
- Timeframe/Project phase: 2020–22
- Budget 2022: 176 136 €
- Geographical scope: Awdal, Sahil, Sool, Togdheer, Maroodijeeh regions
- Direct beneficiaries 2020–22 reached by NAFIS: 3 200 (2 500 women, 700 men)
- Final beneficiaries reached by Candlelight and NAFIS: 24 760 (11 260 girls, 13 500 women)

NAFIS is ISF implementing partner in the 2020–22 project funded by UN Trust Fund to End Violence against Women. The project aims to save altogether 11 260 girls from FGM, particularly the most severe pharaonic cutting, and to empower 13 500 vulnerable women in the internally displaced people's (IDP) communities to identify and claim for their right to bodily integrity.

The main development processes in 2022 for NAFIS' part are as follows:

In 2022, NAFIS arranges national and regional coordination meetings among local **CSOs and relevant ministries** to promote the enactment of the **Anti-FGM Policy** drafted in 2021 with NAFIS support. These actors are also engaged in the joint commemoration of the International FGM Day, International Women's Day, African Child's Day, and 16 Days of Activism against GBV. With the additional Spotlight funding received from UN Trust Fund

for COVID-19 response, NAFIS continues efforts to improve the **institutional resilience** of its 20 member organizations. Crises, such as pandemics, often increase violence against women while jeopardizing operational prerequisites of women's rights organizations. The CSOs will receive training in e.g. fundraising, advocacy, and community mobilization.

NAFIS engages with **religious and traditional leaders** in the target IDP communities to ensure their continuous support for FGM eradication and the efforts of the female **Human Rights Ambassadors**. The Ambassadors and women's self-help groups are encouraged to make **public declarations to stop FGM**, to achieve the total 96 declarations by the end of 2022. Also, journalists and students are trained to produce articles and discuss in social media about the negative consequences, religious reinterpretations, and human rights perspectives to FGM.

A final evaluation of the project will be commenced in 2022.

## Agriculture Development Organization (ADO) – Strengthening women's livelihood for economic development and climate change adaptation

- Goal: TBD
- Timeframe/Project phase: 2022–2025
- Budget 2022: 136 364 €
- Geographical scope: Sanaag and Togdheer region
- Direct beneficiaries 2022–25: estimation 600 (300 women and 300 men)
- Final beneficiaries 2022–25: estimation 2 100 (300 women, 300 men, 750 girls and 750 boys)

The project planning phase takes place in January–June 2022. The planning phase consists of the following participatory planning tools: problem and objective workshops, climate vulnerability and capacity analysis, value chain actor mapping and analysis, environmental impact assessment screening, possible feasibility assessment, and VAWG and gender norm analysis. After the data collection phase, the project team finalizes the project plan (including 3,5-year activity plan, result chain, monitoring plan) as well as activity plan and budget for the first implementation period (until December 2022).

The project implementation starts earliest in July 2022.



## **Somaliland Youth and Development Voluntary Organization (SOYDAVO) – Entrenching community mechanisms to mitigate SGBV/FGM**

- Goal: TBD
- Timeframe/Project phase: 2022–2025
- Budget 2022: 122 727 €
- Geographical scope: Sanaag and Togdheer region
- Direct beneficiaries 2022–25: estimation 6 000 (4 000 women; 2 000 men)
- Final beneficiaries 2022–25: estimation 24 000 (18 000 girls, 6 000 women)

The project planning phase takes place in January–June 2022. The planning phase consists of the following participatory planning tools: problem and objective workshops and VAWG and gender norm analysis. After the data collection phase, the project team finalizes the project plan (including 4-year activity plan, result chain, monitoring plan) as well as activity plan and budget for the first implementation period (until December 2022).

The project implementation starts earliest in July 2022.

## **NEW PARTNER: Somaliland Youth PEER Education Network (Y-PEER) – Zero tolerance to sexual and gender-based violence, FGM and gender inequality**

- Goal: TBD
- Timeframe/Project phase: 2022–2025
- Budget 2022: 122 727 €
- Geographical scope: Sanaag and Togdheer region
- Direct beneficiaries 2022–25: estimation 10 000 (5 000 women and 5 000 men)
- Final beneficiaries 2022–25: estimation 40 000 (30 000 girls, 10 000 women)

The project planning phase takes place in January–June 2022. The planning phase consists of the following participatory planning tools: problem and objective workshops and VAWG and gender norm analysis. After the data collection phase, the project team finalizes the project plan (including 4-year activity plan, result chain, monitoring plan) as well as activity plan and budget for the first implementation period (until December 2022).

The project implementation starts earliest in July 2022.

## **NEW PARTNER: Barwaaqo Voluntary Organization (BVO) – Reducing all forms of sexual and gender-based violence**

- Goal: TBD
- Timeframe/Project phase: 2022–2025
- Budget 2022: 76 324 €
- Geographical scope: Togdheer region
- Direct beneficiaries 2022–25: estimation 500 (300 women and 200 men)
- Final beneficiaries 2022–25: estimation 2 000 (750 girls, 300 women, 750 boys, 200 men)

The project planning phase takes place in March–December 2022. The planning phase consists of the following participatory planning tools: problem and objective workshops and VAWG and gender norm analysis. After the data collection phase, the project team finalizes the project plan (including 4-year activity plan, result chain, monitoring plan) as well as activity plan and budget for the first implementation period (until December 2022).

The project implementation starts earliest in January 2023.

## **PARTNER(S) TO BE IDENTIFIED– Supporting women's livelihoods and bodily integrity**

In the 2022 budget, there is 265 659 € unallocated funds for 1–2 new projects that support women's livelihoods and bodily integrity in Somaliland.

Partner selection takes place earliest in March 2022, the planning phase starts earliest in May after Ramadan, and the project implementation starts earliest in January 2023.

# ANNEX 2: Programme Budget 2022

PROJECTS	2022 Budget	2021 Budget update 9/2021
<b>NICARAGUA:</b>	<b>0</b>	<b>192 462</b>
COMCAVEM: Manos Nicas Network of Artisans – Personal and Commercial Empowerment of Women and Men Handicraft Entrepreneurs	0	107 538
Nicaragua Country Coordination	0	84 923
<b>ETHIOPIA:</b>	<b>300 000</b>	<b>0</b>
Projects and Ethiopia Country Coordination, total	300 000	0
<b>SOMALILAND:</b>	<b>1 212 591</b>	<b>1 404 485</b>
CLHE FGM	0	249 963
NAFIS	176 136	385 808
ADO	136 364	161 429
TASCO	81 818	119 048
SOYDAVO	122 727	137 238
CLHE LH	0	164 048
unallocated project funds	265 659	0
BVO	76 324	0
Y-PEER	122 727	0
Somaliland Country Coordination	230 835	186 953
<b>KENYA:</b>	<b>811 826</b>	<b>813 843</b>
Manga Heart	121 739	98 211
CECOME	121 739	113 235
Muungano Gender Forum (ISF)	110 825	82 953
BWCBO	69 565	122 242
NNWS	95 398	105 753
FINGO	61 826	
Kenya Country Coordination	230 734	291 448
<b>SUB-TOTAL FIELD</b>	<b>2 324 417</b>	<b>2 410 790</b>

PROGRAMME PLANNING AND DEVELOPMENT	Budget	2021 Budget, update 9/2021
Planning, monitoring, capacity building *	450 001	392 344
<b>TOTAL</b>	<b>450 001</b>	<b>392 344</b>

COMMUNICATIONS	Budget	2021 Budget, update 9/2021
Communication and advocacy	334 682	314 965
Global education	13 800	8 300
<b>TOTAL</b>	<b>348 482</b>	<b>323 265</b>

<b>PROGRAMME, TOTAL</b>	<b>3 122 900</b>	<b>3 126 398</b>
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ADMINISTRATION	Budget	2021 Budget, update 9/2021
Personnel costs	155 845	136 971
Financial administration	60 400	45 400
Office, fixed costs	67 556	65 517
ICT costs	25 825	23 065
Other administrative costs	37 342	71 974
<b>TOTAL</b>	<b>346 967</b>	<b>342 926</b>
% of total costs	10,00 %	9,70 %

TOTAL	Budget	2021 Budget, update 9/2021
<b>PROGRAMME, ALL COSTS</b>	<b>3 469 867</b>	<b>3 469 324</b>

FINANCING	Budget	2022 Budget, %
MFA	2 700 000	71 %
UN Trust Fund	347 591	9 %
FINGO	66 154	2 %
Private sector fundraising	715 020	19 %
<b>TOTAL</b>	<b>3 828 765</b>	<b>100 %</b>