



INTERNATIONAL
SOLIDARITY
FOUNDATION

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INTERNATIONAL
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FOUNDATION

Promoting women's livelihood resilience and bodily integrity

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Ziporah and Miriam Ndiege were cut at a young age. Now as 14-year-old teenagers they are survivors of FGM and have a desire to be educated and successful. Their mother advocates against FGM in their community. Photo: Nyasha Kadandara

Acronyms

ARP	alternative rite of passage	MFA	Ministry for Foreign Affairs
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	MGF	Muungano Gender Forum
CMC	community management committee	NAFIS	Network Against female genital mutilation in Somaliland
COVID-19	infectious disease caused by a coronavirus	NGO	non-governmental organization
CRM	customer relationship management (system)	RBM	results-based management
CSO	civil society organization	SACCO	savings and credit cooperative society
DHS	Demographic and Health Survey	SGBV	sexual and gender-based violence (for definition, see Glossary/VAWG)
Fingo	Finnish Development NGOs (umbrella organization)	SHG	self-help group
FGM	female genital mutilation	ToC	theory of change
FGS	Federal Government of Somalia	UNTF	United Nations Trust Fund to End Violence Against Women
HRBA	human-rights-based approach	VAWG	violence against women and girls (for definition, see Glossary)
IDP	internally displaced people		
ISF	International Solidarity Foundation (Solidarisuus)		

1. Introduction

The International Solidarity Foundation (ISF) is a Finnish development organization, founded in 1970. This document describes ISF's 2022–2025 Development Programme for promoting women's livelihood resilience and bodily integrity in East Africa. The programme is designed to address gendered constraints to bodily integrity and women's livelihoods in Kenya, Somaliland, Puntland, and Ethiopia. It thus responds to pressing challenges at a time when equality and women's status are at risk of deteriorating in many parts of the world.

Ethiopia and the Puntland State of Somalia are new programme areas for ISF while the work in Kenya and Somaliland continues from the current programme. By focusing on East Africa, ISF seeks synergies between programme countries, including a deeper understanding of the region, closer relations with local and regional actors, and cost-efficiency benefits. The pool of countries also emphasizes least developed countries and fragile contexts more than previous programmes.

This programme builds on past achievements and lessons learned. It has been prepared in an inclusive and participatory manner that first included the development of a theory of change and then the preparation of country-specific plans. Based on the country plans, best-fit partners were then identified to implement the programme.

This programme document has been updated in January 2022 to reflect current funding projections and changes in the operating environment since the preparation of the initial document in February 2021. Consequently, the 4-year programme budget is reduced from 18.1 million to 15.9 million euros. The main adjustments are done in Ethiopia and Puntland, where operations are downsized and postponed, beginning in the second half of 2022 and 2023 respectively. Furthermore, the possibility to commence operations in Ethiopia depends on the evolution of the conflict in the country and is subject to ISF obtaining a license to operate (see chapter 3.4). ISF continues to monitor the situation closely and will submit a registration request as soon as the situation allows. Alternative plans will be made if the situation escalates further and does not allow to start operations in Ethiopia.

The theory of change (chapter 4) defines how ISF prevents harmful practices and violence against women and girls (VAWG) and improves women's livelihood resilience. It emphasizes the empowerment of women as agents of change in their own lives, and calls for systemic and structural changes among families, communities, businesses, and decisionmakers.

To strengthen the bodily integrity and livelihood resilience of women and girls, ISF has identified the following programme outcomes, which are described in detail in chapter 5:

- Judicial and moral duty bearers take action to mitigate 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

The lives of almost 160,000 women and girls are estimated to improve in Kenya and Somaliland as a result of the programme. Beneficiaries for Ethiopia and Puntland will be estimated later as described in chapter 6.

The document also describes how ISF reaches out to the Finnish society, stakeholders, and target audiences with a strategic palette of communications and advocacy work (chapter 7). ISF's operating

model is described in chapter 8, including the organizational priority of learning and innovation, implementation modalities, and the human rights-based approach. The chapter also highlights key lessons from previous programmes in the prevention of female genital mutilation (FGM) and women's economic empowerment. It further describes how the operating model is designed to strengthen local civil societies in East Africa at a time when the space for an independent civil society and activism is shrinking across the globe.

Chapter 9 describes ISF's results-based management (RBM) system, including the results framework, how progress will be monitored and evaluated, ISF's risk management system, and financial controls. The results matrices (annexes 2–4) will be updated by August 2022 to reflect baselines and targets identified during detailed project planning in Somaliland. They will be further updated as planning in Ethiopia and Puntland proceeds later in the programme period. Human resources and governing structures are described in the subsequent chapters, and the financial requirements in chapter 12.

1.1 How the programme supports ISF strategy

ISF **mission** is to support development that strengthens democracy, equality, and human rights globally and challenge people to build a more equitable world. It implements the mission by building a world where women and girls are empowered to build their own future, their self-determination is fully realised, and the right to bodily integrity respected.

ISF's **values** guide its work:

- Solidarity implies strengthening the self-reliance of the poorest people and promoting their rights. It also implies shared global responsibility.
- Equality implies that all people are equal in value and that everyone has the right to a good life. Because girls' and women's rights are more likely to be overlooked, ISF promotes gender equality and the status of women and girls.
- Equity implies that all people have equal opportunities and human rights, including the right to humanity, health, education, self-determination, development, and a decent livelihood.
- Participation implies strong democracies, whereby ISF encourages active citizenship and participation in the development of one's own lives and communities.

ISF's **vision** is to be an organization with a leading role in the empowerment of women and girls in East Africa by 2030. It seeks to achieve this through the following **strategic objectives** as outlined in its 2022–2025 strategy:

- ISF is a leading enabler in the eradication of FGM in East Africa. It has solid knowledge, skills, and solutions to eradicate FGM in the region.
- ISF has growing funding and brand awareness.
- ISF is innovative and adaptive to changes in the operational environment.

This development programme is ISF's primary tool for implementing the strategy and for achieving the vision.

2. Programme justification

ISF promotes women's economic, security, and empowerment rights. More specifically, it prevents harmful practices and violence against women and girls and improves women's livelihood resilience. The purpose of this chapter is to justify this focus, illuminating the reasons upholding violence and discrimination against women, and reflect on how the programme supports Agenda 2030 Sustainable Development Goals. Country specific programme justifications are described in the subsequent chapter.

In ISF programme areas—and globally—women and girls are subordinated to men and boys in different domains of life. Whether talking about wealth, income, work, decision making, place in society, social norms, unpaid care work or access to resources and essential services, gender has a tremendous impact. Even where legislation promotes gender equality, implementation often lags due to patriarchal social norms and/or a lack of awareness and resources to implement and enforce the laws. As a result, women and girls systematically face discrimination in accessing their rights and are exposed to violent and abusive behaviour. Achieved progress in gender equality has also been slowing in recent years. Thus, women's economic rights (right to property, adequate standard of living and work-related rights), empowerment rights (participatory rights, right to education) and security rights (reproductive rights, right to bodily integrity) are nowhere completely fulfilled.

Of the various harmful practices and forms of violence against women and girls, ISF focuses on preventing female genital mutilation (FGM). FGM is a severe violation against bodily integrity and self-determination and entails many physical and psychological problems. Often, FGM goes hand in hand with early marriage and school dropout, which undermine the opportunities of girls to actively engage in productive roles.

ISF defines livelihood resilience as *“the capacity to respond, recover and learn from hardships, and ability to adapt livelihood patterns in the unknown future”*. Women entrepreneurs are often more vulnerable to economic, political and climate shocks than men due to prevailing cultural beliefs and practices, as well as institutional norms that formalize these. Cultural beliefs form women's self-image and affect their willingness to reform livelihoods proactively. Thereby, ISF strengthens women's livelihood resilience by improving their ability to adapt to changes.

While ISF primarily supports women entrepreneurs, it also promotes spouses' joint livelihood planning and commercial cooperation. Livelihood interventions provide an access point for discussing more sensitive issues like FGM and early marriage. Simultaneously, promoting women's productive roles may cause resistance, which manifests in heightened risk of partner and/or non-partner violence and harassment. ISF livelihood interventions therefore entail strategies to mitigate these risks.

2.1 Gendered constraints to women's bodily integrity and livelihood

In ISF programme countries and communities, women face gendered constraints that limit their bodily integrity, self-determination, and livelihood opportunities. These constraints restrict women from accessing resources or opportunities based on their gender. Gendered constraints and their root causes are described in this chapter and summarized in figure 1.

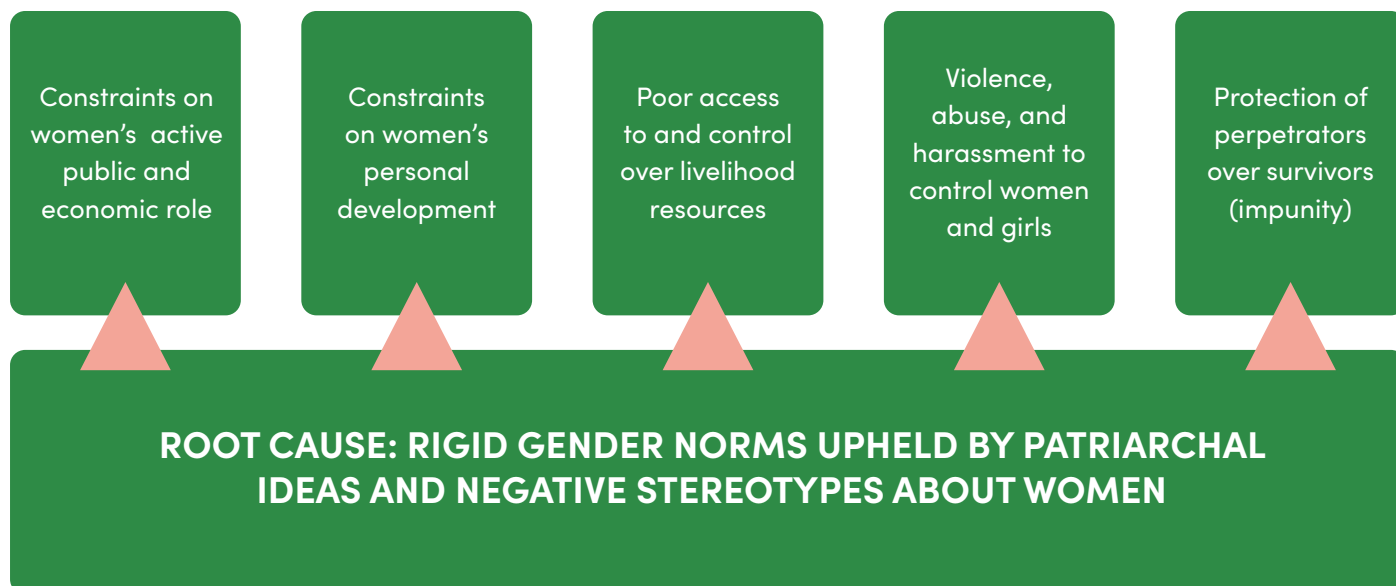
Women's active **participation in public life and productive work** is constrained by their extensive responsibilities in the domestic sphere (house chores, childcare, elderly care). Globally, women and girls put in 12.5 billion hours of unpaid care work each day—a contribution to the global economy of at least \$10.8 trillion a year, more than three times the size of the global tech industry¹. Constraints on women's mobility also limit their participation. As a result, women participate less than men in meetings, networks, and policy discussions. Social norms guide women to be silent and modest, which also restrict them from identifying and promoting their interests.

Women's **personal development**, such as access to knowledge and skills, development and innovation services and technology is restricted in many ways. This is shown in higher illiteracy rates because of lower school enrolment and higher dropout rates and domestic duties that burden girls more than boys. Women have restricted access to extension services and training, and rarely participate in problem identification and solving processes. Furthermore, existing services are often not planned to meet women's needs and schedules.

Social norms also restrict women's **access to natural, physical, and financial livelihood resources and control over their use**. For example, women do not make decisions over land use, they seldom have needed collateral for credit, and women are expected to use their income for family needs (e.g. food and medicines) instead of investing in tools or production technology. Due to these constraints, women in poorly functioning entrepreneurial environments are particularly vulnerable to shocks such as climate change, since their livelihoods often depend on natural resources.

Constraints on women and girls' bodily integrity include **violence, abuse, and harassment**. Globally, one in three women have experienced physical or sexual violence. Intimate partner violence and non-partner sexual assault are the most prevalent forms. Women who engage in productive work often challenge traditional gender norms and gender power relations. This may cause resistance and backlash, which manifest in heightened risk of violence. Although not all men are violent, and some actively oppose violence, dominance and control over women are part of the socially idealized male attributes and behaviours

Figure 1 Summary of gendered constraints and their root causes



(masculinities) in many communities, and violence a socially acceptable means of gaining control.² Also, FGM—mainly sustained and performed by women—stems from the need to control female sexuality.

Pressure to conform to societal expectations and to protect family honour, lack of information and self-confidence often keep women and girls from claiming their right to bodily integrity and from seeking justice if experiencing violence. In many patriarchal communities, customary laws and informal mechanisms are used to settle cases of violence against women. This favours male perpetrators over female survivors, and family honour is prioritized over justice for survivors. Also, police and judicial officials have inadequate skills to investigate and prosecute cases. **Impunity** thereby upholds violence and harmful practices even when such practices are criminalized. Furthermore, health and security services for survivors are often inadequate in areas where they are most needed.

Root causes to these gendered constraints are socially constructed norms that emanate from negative stereotypes about women and from patriarchal interpretations of prevailing ideologies. Negative stereotypes represent women for example as sexually reckless, weak, and incompetent farmers, entrepreneurs, and political leaders. They uphold beliefs about men as superior and women as inferior, shaping ideas about appropriate behaviour, work, roles and responsibilities for men

and women. Women also face strong conventional societal expectations to be caregivers and homemakers while men are expected to be breadwinners. Globally, 50% of men think that they have more right to a job than women³. This upholds patterns of exclusion that limit women's opportunities and choices in households and communities.

Social beliefs, gendered roles and past experiences affect women's perception and self-confidence about their own ability to handle change. They also affect women's likelihood and willingness to reform and make decisions. Negative stereotypes and patriarchal ideas also uphold harmful practises such as FGM and intimate partner violence. Globally, 28% of people think it is justified for a man to beat his wife, and adolescent girls are as likely as boys to justify wife-beating, influenced by gender norms that ascribe lower social status to women and girls.⁴

People may believe that 'negative' norms have a positive effect, or they may lack an understanding of what is in the group's best interest. Due to lack of transparent communication and systematic biases in interpreting other's behaviour, people may wrongly believe that a behaviour they personally condemn is widely supported by others. If they act on wrong beliefs and conform to what they take to be the majority's position, their public behaviour will provide further evidence for the validity of their beliefs.⁵

2.2 How the programme supports Sustainable Development Goals

The **2030 Agenda for Sustainable Development** is the overarching reference framework for ISF. It recognizes that eradicating poverty in all its forms and dimensions is the greatest global challenge and an indispensable requirement for sustainable development. The 17 **Sustainable Development Goals** (SDG) and 169 targets demonstrate the scale and ambition of the Agenda, including realization of human rights, gender equality and empowerment of all women and girls.

ISF's programme contributes particularly to SDG 5 on gender equality and the empowerment of women and girls, and it's following sub-goals:

- 5.1: End all forms of discrimination against all women and girls everywhere
- 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.3: Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws
- 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

The programme also contributes to SDG 1 (No poverty), SDG 7 (Affordable and clean energy), SDG 9 (industry, innovation, and infrastructure), SDG 12 (Responsible production and consumption) and SDG 13 (Climate action). The following sub-goals are the most relevant:

- 1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- 1.5 Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters
- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
- 12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

The Paris Agreement is another global framework that guides ISF's work. The agreement, signed in 2016, seeks to avoid dangerous climate change by limiting global warming to below 2°C, and pursuing efforts to limit it to 1.5°C. Developed countries, including Finland, are committed to support climate action to reduce emissions and build resilience to climate change impacts in developing countries. ISF operates in countries that are severely affected by climate change and at the same time have little knowledge and resources to overcome the challenge. It therefore builds women's and their communities climate adaptation capacities and identifies low emission solutions to improve livelihoods.

3. Operational environment

ISF selects programme areas on a long-term basis to achieve in-depth understanding of the areas and obtain trust among local communities, partners, and other actors. The following criteria are used to select programme areas:

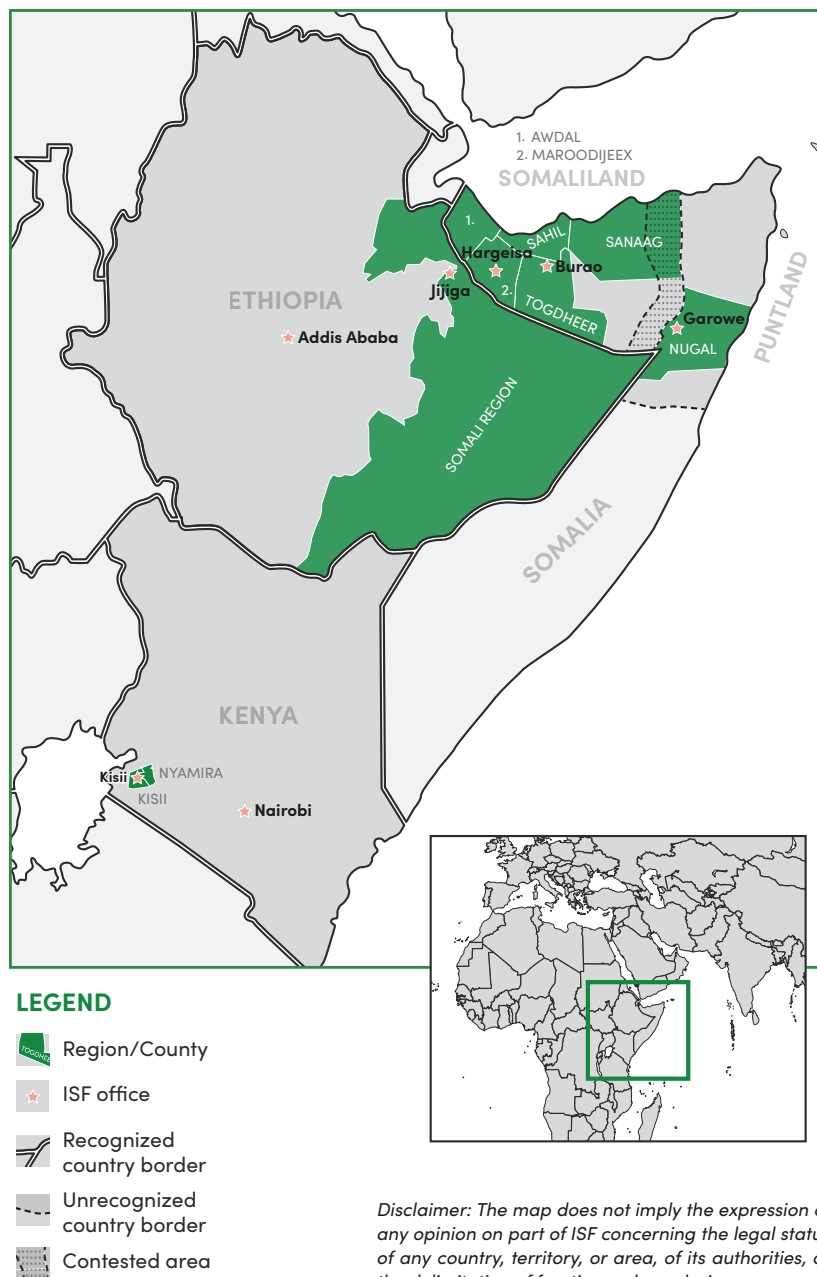
- Level of development and vulnerability
- Status and rights of women, particularly in relation to gender-based violence and economic empowerment
- FGM prevalence
- State of civil society and possibilities to strengthen local civil society actors
- Availability and quality of other civil society actors in ISF's thematic fields
- General operating conditions, e.g. staff safety and security, access from Finland and other programme countries, ease of registration, costs of operation, funding opportunities
- Synergies among programme countries and relations with Finland

For the 2022–2025 programme, ISF will focus on East Africa as the long-running cooperation in Latin America comes to an end in 2021. The following reasons guided the decision on geographical concentration:

- Synergies between programme countries and the possibility to develop a deeper understanding of the region and closer relations with local and regional actors
- Cost-effectiveness (e.g. travel and regional services such as audits, evaluations, trainings)
- Africa is prioritised in Finland's (and the EU's) development policy, with a particular emphasis on Least Developed Countries (LDCs) and fragile states

The work in Kenya and Somaliland will continue, while Ethiopia and the Puntland State of Somalia are new programme areas. Compared with previous programmes, the new target areas have more emphasis on LDCs and fragile contexts. Both Ethiopia and Somalia are on the UN list of LDCs, while Somalia is the third most fragile state according to the OECD 2020 States of Fragility Platform. Financially, 69% of the programme targets LDCs.

Figure 2 ISF programme area in East Africa



According to recent reports from the UN, the space for an independent civil society and activism is shrinking across the globe and East Africa is no exception. Some countries have severely restricted or virtually shut down civil society and muted any public debate concerning government policy and accountability. CSOs and feminist activism are restricted through legal, administrative, and financial blocks—such as certification requirements and the ability to receive funds—as well as more overt political pressure, threats, and suppression.

Table 1 summarises key development indicators for ISF's programme countries.

Table 1 Key development indicators in ISF programme countries

	Kenya	Ethiopia	Somalia	Finland
Gender Inequality Index (GII) ⁶	147/189	173/189	No data	12/189
CEDAW ratification (year)	1984	1981	Not ratified	1986
Maputo Protocol ratification (year) ⁷	2010	2018	Not ratified	n.a.
FGM prevalence (women ages 0–14) ⁸	3%	16%	95%	No data
FGM prevalence (women ages 15–49) ⁹	21%	65%	98%	No data
Child marriage, women married by age 18 (women ages 20–24) ¹⁰	23%	40%	45%	No data
Intimate partner violence against women (ages 15+), ever experienced ¹¹	41%	28%	10%	30%
Women (ages 15+) with account at financial institution or with mobile money-service provider ¹²	78%	29%	60%	97%
% population in severe multidimensional poverty ¹³	13%	62%	No data	No data
% of population in multi-dimensional poverty ¹⁴	39%	84%	81% ¹⁵	No data
% of employed people in vulnerable employment (family or own-account workers) ¹⁶	51 %	86%	87%	10 %
Global competitiveness Index ¹⁷	95/141	126/141	No data	11/141
Climate vulnerability score ¹⁸	143/181	162/181	181/181	5/181
Climate readiness score	158/192	149/192	179/192	5/191
Civic space rating (Civicus)	Obstructed	Repressed	Repressed	Open
Transparency International Corruption Index 2020 ¹⁹	124/180	94/180	179/180	3/180

Impact of COVID-19 and locust invasion on ISF operations in East Africa

When COVID-19 spread to East Africa at the beginning of 2020, it had a disruptive effect on ISF operations and the lives of programme beneficiaries. All programme areas were impacted, and the preventive measures taken by the Governments forced ISF to quickly adapt to the new environment.

Kenya and Ethiopia were severely hit by the virus, with 315,000 and 450,000 reported cases and 5,500 and 7,000 deaths respectively in both countries by January 2022. Somalia is not as badly impacted with 25,000 cases and 1,300 deaths according to official statistics. The official figures, however, only represent a small portion of actual cases in these countries, which have seen a significant increase in cases in December 2021 and January 2022.

The three countries have taken preventive measures to curb the virus. All of them have for example at times closed schools. In Kenya, the Government also closed marketplaces and placed a nightly curfew. Somaliland and Ethiopia did not implement a full lockdown but prohibited social events and large gatherings.

The preventive measures resulted in severe income losses for women. Women work mostly in the informal sector, which is disproportionately affected as only ‘essential’ industries could continue operations. These income losses have increased tensions and violence within households, as families struggle to meet the most basic needs. In Kenya, also police violence has increased after the imposition of a curfew.

Overall, the very tactics to tackle COVID-19—such as cessation of movement, mandatory lockdowns, and isolation at home—are often putting women and girls at risk of violence. For example, in both Kenya and Somalia, school closures and curfews entailed an increase in FGM cases. Despite an increasing concern over the surge of FGM, Governments have not taken corrective action, as they prioritise the pandemic—at the cost of women and girls.

Even though COVID-19 imposed challenges on programme implementation, it has not severely impacted programme results. Large gatherings and trainings were cancelled, carried out in smaller outdoor groups, or moved to digital platforms and personal counselling. ISF has distributed



The COVID-19 pandemic has imposed challenges on programme implementation. ISF has provided hygiene products and protective gear. Photo: ISF

protective gear and supported affected farmers with seedlings and other farming supplies. ISF has also accelerated its efforts to find new alternative solutions to prevent FGM and support livelihoods. It has, for example, developed the use of digital platforms (e.g. interactive voice messages, SMS, WhatsApp, Facebook, and podcasts) and traditional media (e.g. radio, TV, megaphones, outdoor advertising) for awareness raising.

In addition to the pandemic, **locust invasion** poses a big threat to food security in East Africa. In 2020, billions of insects destroyed crops across the region and new swarms of locusts in southern Ethiopia, northern Kenya and Somaliland are now spreading further. In Somaliland, large areas of cropland and pasture were destroyed with severe consequences in an already fragile context. The situation was further aggravated by heavy floods that created an ideal breeding ground for the insects. ISF supported its partner in Togdheer region to participate in national locust control efforts but still some 60% of crops were destroyed in programme villages.



Mellen Mecha and Naomi Nyakerario working the fields in Kenya. Photo: Nyasha Kadandara

3.1 Kenya

ISF has operated in Kisii and Nyamira Counties in southwestern Kenya since 2015. The target counties were selected in 2014 due to high FGM prevalence, poor development level and scarcity of other international development actors. Initially, the programme focused on prevention of VAWG, but since 2020 it also supports women's livelihoods. The 2022–2025 programme includes six projects with five local partners in Kisii and Nyamira Counties (one of the projects is planned to start in 2024). It is endorsed by the local line Ministry of Sport, Culture and Gender. ISF has offices in Kisii town and Nairobi.

Political and civil society environment

Politics in Kenya are divided along tribal lines, which has led to ethnic tension and violence since the start of multiparty politics in 1992. General elections in 2022 could again spark violence and affect ISF programme if community mobilization activities are used for campaigning purposes. The Government scrutinises NGOs more during election times particularly in opposition areas where ISF works. In recent years, ISF has for example faced challenges with obtaining work permits for its Finnish staff and had its bank account frozen. Politicians also tend to shy away from sensitive issues, such as FGM, in fear of missing votes.

An important factor that will influence NGOs is the Building Bridges Initiative, which, however, experienced a setback in May 2021 when it was declared unconstitutional by the courts. The initiative is meant to lead to a referendum to change the Constitution to expand the executive arm of the Government. This could strengthen local governments and consequently development organisations would not have to pass through the national Government to influence change at the grassroots level. Also, with renewed push by the Judiciary to push Parliament to implement the 'Two-thirds Gender Principle', it's projected that there will be political goodwill in gender equality initiatives.

The main challenges identified in the Kisii County Integrated Development Plan (2018–2022) are high population growth, youth unemployment, poor road network, overexploitation of water and land resources, and poor water and sanitation infrastructure. Development priorities include economic growth and competitiveness, sustainable management of land and water, improved waste management, and services and settlements in urban centres. Similarly, main challenges identified in the Nyamira County Integrated Development Plan (2018–2023) are poverty, unemployment, diseases, and low agricultural productivity. To overcome these, the plan outlines strategies to achieve socio-economic transformation through investments in water, agriculture, infrastructure, health, education, trade, industrialisation, and youth empowerment.

While gender issues are reflected in both Development Plans, it is not a top priority for neither County. ISF strives to change this through the Muungano Gender Forum and close cooperation with local governments. ISF has signed cooperation agreements with both Counties to capacitate key officials on gender issues and advocate for sexual and gender rights.

Counties in Kenya face political, fiscal, and administrative challenges in the delivery of services. Despite of this, the devolution process has brought health services and agriculture extension services closer to the citizens, increased collaboration between local governments and development actors, and increased public participation in development projects. Kisii and Nyamira Counties have also increased investments in women's empowerment and entrepreneurship.

Most CSOs in Kisii and Nyamira work in isolation due to poor coordination mechanisms, leading to scattered interventions and duplication of activities. ISF strives to improve coordination on gender issues, particularly through the Muungano Gender Forum. Other challenges for CSOs include unhealthy competition, poor accountability and self-regulations, declining funding, and poor relations with the national Government.

Women are reluctant to contest for government and executive public positions in Kisii and Nyamira. During campaigning, women candidates have experienced intimidation and harassment, their businesses have been boycotted, and their sexual morality questioned. Consequently, there are few women in electoral positions. ISF advocates for gender equality and women's rights, including women's participation in decision-making.

Women's and girls' safety environment

Kenya has taken significant steps to ensure the safety of women and girls through legislation and policies (see table 1). In 2010, the new Constitution also promulgated several gains for women in the areas of citizenship, equal rights during and after marriage, land ownership, property inheritance, and political participation.

The FGM Act of 2011 criminalizes the practice in Kenya. It includes penalties on perpetrators and abettors and bans cross-border FGM. The 2019 presidential directive to eradicate FGM was another boost for FGM prevention as the local provincial administrative units were charged with ensuring that perpetrators are prosecuted. The National Police Act of 2011 gives the provision to police stations to have a 24-hour desk to promote reporting and prosecuting of SGBV cases. Dedicated gender desks are also established within hospitals. In addition, there are gender and/or SGBV working groups at the county and sub-county levels with members from police, children, hospital, and court departments. The Sexual Offences Act of 2013 is explicit on offences against women like rape, outlawed cultural practices, defilement, abductions, assault, and prostitution. The Marriage Act of 2014 prohibits marriage for minors.

While the Government has taken steps to address gender discrimination and VAWG, significant challenges remain. 45% of women and girls aged 15 to 49 have experienced physical

violence and 14% have experienced sexual violence, according to the latest Kenya Demographic and Health Survey (DHS, 2014). Perpetrators are mostly husbands, close relatives, and other people well known to the victims. Reasons upholding spousal violence are individual (e.g. exposure to violence as child, alcohol, and drug abuse), attached to the relationship (e.g. economic stress), and societal, most importantly low social status of women and social acceptance of violence.

In Kisii and elsewhere in Kenya, the majority of SGBV cases go unreported. According to the DHS (2014), among women who experienced SGBV, 41% reported that they never sought help or told anyone. About 73% of SGBV survivors were unwilling to pursue justice; and only five percent were willing to go to court. Major reasons for non-reporting include insensitivity of law enforcers, weak protection system, limited SGBV awareness and high illiteracy rate among SGBV survivors.

According to the DHS (2014), 21% of Kenyan girls and women aged 15 to 49 have undergone FGM. The prevalence is significantly higher (84%) among the Gusii (also referred to as Abagusii or Kisii) ethnic group in Kisii and Nyamira counties. Among Gusii people, FGM is considered a cultural "necessity" and rite of passage to prepare girls for adulthood and marriage. Medicalisation is complicating efforts to end FGM especially among the Gusii community, where 66% of cases are performed by medical personnel, compared to 0–9% among other ethnic groups. However, there are signs of change in both attitudes and behaviour: only a minority of Gusii women (19%) and men (24%) think that FGM is required by the community. 16% of girls under age 15 versus 68% of girls aged 15–19 have undergone FGM.

Girls' school attendance is lower than boys' because families prioritise educating their sons. Families also expect girls to take care of household chores (carrying water, childcare), leaving limited time for schooling. Consequently, early marriage and adolescent birth rates are above the national averages: 23% of Kenyan women aged 20–24, and 50% of women in Kisii and Nyamira are married by the age of 18. Similarly, whereas the average adolescent birth rate in Kenya is 96 births per 1000 girls, it is 99 per 1000 girls in Kisii and 133 per 1000 girls in Nyamira.

In the Gusii community, male dominance is embedded in cultural practices and the conception of men as '*almighty bearers of knowledge and wisdom*'. Women and girls are socialised to concentrate on domestic duties and let men make decisions. Women are mainly involved in small-scale productive activities fetching them inconsistent income. Women lack control over family property, and their mobility is restricted allowing them only limited access to knowledge and networks.

Entrepreneurial environment and gendered constraints

According to a national survey in 2016, there were over 140,000 micro, small and medium enterprises (MSME) in Kisii and Nyamira. Most of them are unregistered business groups that cannot access credit and therefore cannot grow. There are

360 registered Cooperative Societies with a membership of 600,000 men and women. Cooperatives have an important role in the mobilisation of resources, marketing of products and value addition for their members. Self-employment constitutes 11% of the total economically viable population in Kisii County and the informal sector is estimated to account for over 60% of the labour force.

Agriculture is the economic backbone of both Counties. Self-employment is mostly focused on selling farm products, second-hand clothes and shoes (*mitumba*), fast-moving consumer goods, retail, mobile money transfer services, tailoring and artisanry, restaurants, transport, and car wash.

Women mainly run small livelihoods due to lack of experience and skills on how to operate complex businesses. Women rarely cooperate with experts and institutions that could support their innovation capacity and ability to reform their businesses. Mainstream financial institutions rarely extend credit to women because they lack collateral. State laws allow women to inherit property but in practice Gusii families often deny women access to and control over their inheritance, especially land. Gusii women are culturally considered to have their place within the home. Urbanisation is changing gender roles and women can run businesses if they fulfil their duties at home.

Women rarely apply for business permits which are expensive, and the process is cumbersome. Moreover, many women entrepreneurs face sexual harassment by levy collectors or other officials. These violations often go unreported as women fear repercussions.

Challenges related to climate change

Kenyan economy is largely dependent on agriculture and tourism; sectors that are susceptible to climate change and extreme weather events. It is estimated that by 2030 climate variability and extreme weather conditions will lead to losses equivalent to 2.6% of GDP annually. For example, droughts caused an estimated \$10.2 billion loss in livestock and crops between 2008 and 2011.

Kenyan agriculture is 98% rainfed and therefore highly sensitive to changes in temperature and rainfall. Agriculture accounts for more than 30% of GDP and is the primary livelihood for 60% of Kenyans. Higher temperatures will push production into higher elevations and farming in lower elevations is expected to see yield losses of up to 20%, due to heat stress and shifting rainfall patterns, with some areas becoming unsuitable for production. ISF supports women farmers to better adapt to these new realities.

Kenya's scarce water resources, strained by population growth and severe forest degradation, could be further stressed by increasing temperatures, evaporation, and rainfall variability. In 2010, Kenya's water availability was 586m³ per person annually (internationally acceptable threshold: 1,000m³) and it is expected to fall to 293m³ by 2050. Increased evaporation and drought also threaten Kenya's hydropower production, which accounts for half of the domestic electricity production. A projected rise in sea levels, flooding and landslides also put energy, transportation and

building infrastructure at risk. Global warming is also expected to increase diseases such as malaria, rift valley fever and dengue.

In Kisii and Nyamira Counties, hot weather conditions have led to serious decline in water levels in springs, rivers, wells, and boreholes. Some rivers have dried up due to inadequate conservation and protection of water catchment areas, which have been degraded by logging, eucalyptus planting and unplanned human settlement.

3.2 Somaliland

ISF has operated in Somaliland since 2000 to promote women's rights, focusing particularly on the prevention of FGM and promotion of women's livelihoods. It has a country office in Hargeisa, and a local office in Burao. The 2022-2025 programme includes eight projects in Togdheer, Sahil and Sanaag regions. In addition, the programme has a national scope to improve coordination and advocacy on FGM. Ongoing FGM prevention projects in Awdal and Maroodiyeex regions will also continue until the end of 2022

ISF has operated in Togdheer since 2000 and in the neighbouring Sheikh District in Sahil since 2016. The areas were initially chosen due to poor socioeconomic status, specific challenges faced by women, and lack of other international development actors.

Sanaag is a new target area for this programme period. It is one of the most remote and least developed regions in Somaliland. It lies in the eastern part of the country in a disputed area that is claimed by both Somaliland and Puntland. It has high FGM prevalence and poor status of women, but also agricultural potential due to fertile soil. It is considered top priority for Somaliland authorities (together with Sool, which is another disputed region in eastern Somaliland) due to the poor level of development and lack of international actors.

Political and civil society environment

Somaliland declared independence from Somalia in 1991 but it has not been recognised as an independent state. Nevertheless, Somaliland functions as a sovereign entity, with its own Constitution, institutions, and identity.

The ongoing dispute between Somaliland and the Federal Government of Somalia (FGS) is not likely to be resolved soon. If Somaliland consolidates international support and succeeds from the rest of Somalia, the FGS could engage Somaliland in conflict and/or rescind relations and cooperation on vital sectors of the economy, bilateral air traffic agreements, security agreements, and movement of people across the regions. If this happens, there is a possibility for extended political unrest, economic instability, and security challenges, particularly from Al-Shabab who thrives in such environments. This could destabilise development and humanitarian work in Somaliland, including ISF's programme. It is, however, likely that the current status quo will continue, and Somaliland will remain a non-recognised autonomous region.



Muhammed and Isra Mowlid in Somaliland. Photo: Nyasha Kadandara

In May 2021, Somaliland held its first parliamentary and local elections since 2005. Even though the elections went rather smoothly, only 28 candidates were female, of whom only three were elected in local councils and none in the Parliament. The absence of women in politics may negatively impact efforts to pass an Anti-FGM law in the foreseeable future. On the other hand, some of the newly elected parliamentarians have a history in local CSOs working for women's rights, which gives a ray of hope regarding the promotion of FGM and SGBV legislation.

Somaliland comprises several regions, each with its own elected regional council. Each region is divided into districts, and beneath that, village councils made up of local elders and appointees by the district councils. Local councils are permitted to plan local projects, impose local taxes, and borrow funds (with prior ministerial approval) for development projects. The gradual acceptance of local taxation and registration of businesses has enabled local administrations to provide municipal services such as primary education and community policing. It has, however, also led to complicated and expensive business registration and taxation systems, particularly for mostly illiterate women.

CSOs play a key role in Somaliland to ensure good governance and develop the capacity of the Government to apply the principles of accountability and transparency. CSOs also play an important role in delivering humanitarian assistance and working towards sustainable development. The relative stability in Somaliland has made it easy for CSOs to register and operate. However, the deeply fragmented Somali society

and clan politics complicate affairs, also within the civic sector.

Local CSOs operate mostly in major cities; rural areas are underserved by local and international actors. Most CSOs rely on international support to finance their activities. Since government structures are constantly revised, relations between Government and civil society are poor. Effective coordination between local and international CSOs is also complicated due to the absence of an effective regulatory and institutional framework, as well as fierce competition of development funding. ISF seeks to break some of these barriers by promoting close cooperation between implementing partners, as well as more widely with other actors.

ISF contributes directly to three sectors of the Somaliland National Development Plan: economic development, environmental protection, and social development. While gender issues are reflected in the Development Plan, it is not a top priority for the country.

Women and girls' safety environment

Somaliland (and Somalia) has not ratified significant international human rights treaties to ensure the safety of women and girls (see table 1). Somaliland's legal system is a combination of formal law, customary law (*Xeer*), and Sharia law, causing confusion among lawyers and judges dealing in an under-resourced judicial system. The Penal Code criminalises offenses that result in physical or mental illness. However, customary approaches and Islamic principles usually prevail when dealing with VAWG. In 2010, the Ministry of Labour and Social Welfare



announced to review the need for a Family Law, but the process has not progressed.

There is no legislation in Somaliland criminalizing FGM. In 2018, the Ministry of Religious Affairs issued an Islamic law ruling (*fatwa*) banning the most severe type of FGM (cf. WHO Type III). The fatwa stated that those who perform Type III FGM will face punishment and victims would be eligible for compensation. The fatwa did not, however, provide details of punishments or who would pay compensation and what amount. ISF, together with its local partners, have supported the development of an Anti-FGM Policy (and eventually law) in Somaliland. In January 2022, the draft policy is at the finalization and approval stage, whereby key ministries share their final say on it.

In 2015, the Somaliland Minister for Labour and Social Affairs began drafting a sexual offenses law. In 2018, the bill was passed into an Act of Parliament. It had provisions that would strengthen referral mechanisms and improve services for survivors, including health services, psychosocial support, legal aid, and economic empowerment. The Act set out clear duties for police, investigators, and prosecutors and included penalties for people within or outside of the justice sector who do not adequately investigate or prosecute sexual crimes and those who interfere with such investigations. However, the Act was repealed, and in August 2020, the lower house approved a new law, known as the Rape, Fornication and Other Related Offences Bill, widely seen as a step backwards for women's rights. The controversial bill removed important specifics that were in the original bill. As per February 2021, the bill is yet

to go to the Upper House after which it will be signed by the President to come into effect. Women's rights organisations are now mobilising against the bill.

The contributing factors to harmful practices and VAWG in Somaliland are largely attributed to social, cultural, religious, political, and economic norms and structures that condone gender discrimination and unequal power relations. These norms consistently subject women and girls to men and boys and lower them further depending on their clan identity and socioeconomic status. For example, the social norm holds that women and girls belong to a clan or a family, and thus their families hold the ultimate decision over their education, marriage, and access to justice. Moreover, cultural norms and practices require women to protect the honour of the family. In Somali communities, women's sexuality is perceived as a threat to moral fabric of the society if it is not controlled and constrained.

These norms justify harmful practices and VAWG and discourage justice or health-seeking behaviour. FGM is one mechanism to control women's sexuality. The belief is that cutting the tip of the clitoris (cf. WHO type I, often called 'sunna' in Somaliland) makes girls sexually inactive and faithful for their husbands. FGM prevalence remains close to universal at 99.8%. About 82% of women have undergone the most severe 'pharaonic' type which includes sewing closed the cut parts (cf. WHO type 3), believed to safeguard premarital virginity.²⁰ However, less extensive sunna and intermediate types of FGM are gradually becoming more common in urban areas.

Early and forced marriage persists, particularly in rural areas, as parents perceive girls as a source of wealth in the form of bride prices. Rape is commonly practiced to force marriage when the bride-wealth is too high. The eligible suitor rapes a girl and then negotiates with her family to obtain a reduced payment. The family—anxious to arrange a speedy marriage—usually accepts. Similarly, abduction of girls by raiders is practiced in nomadic communities. Internally displaced women in camps are particularly susceptible to abuse, rape, abduction, trafficking, and forced marriage.

Social and gender norms often justify the use of violence against wives. To file and process cases requires money for police and court officials, but men control financial resources. Even if women have funds, men have more power to influence police or court cases. As a result, women do not trust the system.

Moreover, there is a culture of impunity around sexual and domestic violence, whereby most cases go unreported. Culturally accepted local arrangements, where local clans and families of victims enter into negotiated agreements, are used to deal with such cases. Rape or domestic violence is regarded as a civil rather than criminal dispute. Often, these disputes are resolved through money or forced marriage between the victim and perpetrator. Moreover, the justice system is ill-equipped to provide support for victims as the Penal Code defines rape as a moral crime rather than a crime against the person, whereby survivors fear being stigmatised if they disclose the incidents.

The cultural and traditional biases against women are reflected in customary laws and practices. Customary law is not codified and often contradicts with statutory laws as traditional courts have the discretion to apply and interpret legislation. Generally, it is accepted among traditional and political leaders that customary law does not condone VAWG. However, in most instances, customary law, norms, and religion are used to justify such incidents. For example, village councils, mainly consisting of male elders, have the mandate to ensure peace and stability in villages, providing arbitration services under traditional and cultural justice systems, and prescribing punishment or fines for violators.

Referral pathways for survivors of VAWG are also weak. First, different actors use different referral pathways that are customised to the needs of the individual organisation or project. Second, different entry points are used to report incidents. Third, tools and reports are not harmonised or coordinated between sectors and actors. Tools developed and applied by non-state actors lack legal recognition and are thus often not considered in judicial processes. Fourth, police and justice officials are often not involved in discussions on referrals, which entails a bottleneck to ensuring access to justice.

Entrepreneurial environment and gendered constraints

The economy of Somaliland is largely dependent on the livestock sector (30% of GDP), fisheries, and wholesale and retail trade. Remittances from diaspora account for 35% of GDP and are often used as start-up capital for small and medium-size businesses. Youth unemployment is 67% and as high as 74% for young women: one of the highest in the world.

The two decades long war caused the destruction of industries and still today there are only few large-scale enterprises and industrial plants in the country. The private sector consists mainly

of micro-scale and low-productivity businesses. In recent years, the diaspora has invested in small-scale industrial plants, for example in fish and meat-processing industries. The new port in Berbera is important for the economic development of the country.

Due to weak technology and industry sectors, most production inputs are brought from abroad. Somaliland (and Somalia) are not members of global or regional trade organisations, which causes difficulties to local firms and development actors when importing equipment. Trade restrictions also hinder export. For example, East African Community (EAC) member states impose strict restrictions on Somali products mainly out of security fears.

In Somali culture, the role of women is to take care of household tasks, child upbringing and to serve the husband. Women who work in the formal sector or run businesses are perceived to step into male territory. Many cultural habits hinder women to run businesses and the clan system favours men, as well as specific clans, in employment and entrepreneurship opportunities. Even so, women entrepreneurs make up 60–65% of businesses in the country. Some 70% of women entrepreneurs run micro enterprises mainly in agriculture, fisheries, and retail.²¹ Educated female entrepreneurs and returned diaspora are breaking into male-dominated sectors such as construction and petroleum.

Women entrepreneurs lack education and skills. Only 25% of women in Somaliland are literate with large regional variations: 45% of women in urban areas are literate compared to only 10% in rural areas. Other main obstacles include costly electricity, lack of business development services, unregulated financial sector, complex taxation, poor security, and environmental challenges.

Challenges related to climate change

Climate change is the most significant threat to the development of Somaliland and Somalia. Drought and other extreme weather conditions can permanently destroy pastoralist livelihoods and expose women and girls who bear the brunt of poverty to abuse, exploitation, and domestic violence.

Climate scenarios indicate that temperatures may increase with 3–4°C by 2080²² and the coastal flood hazard is classified as high²³. Somalia has experienced chronic droughts during eight of the last ten years and this is likely to deteriorate further, keeping the country in a permanent state of emergency²⁴. In 2018, Somaliland was hit by a tropical cyclone that affected the lives of 700,000 people. Key infrastructure was destroyed, 80% of farmland was washed away, 50% of livestock was killed, and water-borne diseases were rampant²⁵. In 2019, extreme temperatures hit Somaliland and in Togdheer region, where ISF works, six out of ten people were malnourished according to the UN Somalia Water and Land Information Management system. In January 2022, the National Drought Rescue Committee again declared a severe drought for Somaliland, affecting 810,000 people in need of emergency assistance.

Climate plays a key role for the Somali economy as 70% of the population is engaged in agro-pastoralism and charcoal production. Extreme weather conditions cause income losses and increase the cost of food and water, which in turn exacerbate urban migration, displacement, and conflict²⁶. A study by the Stockholm International Peace Research Institute in 2019 indicates that the absence of livelihood options and increased poverty contribute to displacement and fragility that hamper peacebuilding and security. It also forces people to choose illicit and harmful alternative livelihoods such as human trafficking and charcoal trading.²⁷

Somalia, including Somaliland, is extremely vulnerable to climate risks as its adaptation capacity (institutional, financial and knowledge) is very low. In 2013, a National Adaptation Programme of Action on Climate Change (NAPA) was established, but there is no systematic planning for long-term climate adaptation, nor has it been mainstreamed into relevant budgeting or planning processes.

3.3 Puntland

The Puntland State of Somalia will be a new target area for ISF as of 2023. Main development challenges in Puntland include extreme poverty and poor status of women, including almost universal FGM prevalence.

Within Puntland, ISF will operate in Sanaag and/or Nugal regions. Sanaag is an underdeveloped remote area, which is claimed by both Somaliland and Puntland. It has few humanitarian and development actors. ISF will operate in both western and eastern parts of Sanaag (around Badhan in Puntland and Erigavo in Somaliland). In Nugal, it will target Garowe district, focusing on FGM and women's economic empowerment.

ISF will recruit a local Field Coordinator in Garowe in 2023 to manage the programme and liaise with local authorities. The person will work under the supervision of the Somaliland Country Director. National staff can access Puntland from Somaliland by road and Garowe is also accessed by air from Hargeisa, Nairobi, and Addis Ababa.

Generally, the operating environment in Puntland is like in Somaliland, particularly regarding women's and girls' safety, the entrepreneurial environment and climate change challenges. These issues are described in the Somaliland chapter and hence only briefly addressed here.

Political and civil society environment

Puntland is a member state of the Federal Government of Somalia with a high degree of autonomy and vibrant local institutions, including universities, businesses, and development actors. Puntland has enjoyed relative peace and stability despite ongoing insecurity and political transition in central and southern Somalia. However, some pockets of insecurity remain. It also has a relatively good track record of democratic and peaceful elections, except in 2001, when a constitutional crisis led to violent conflict.

The Federal Government of Somalia plans to hold parliamentary and presidential elections in 2022. The Government failed to introduce a one man one vote system and the elections will proceed through traditional leaders as in the past. The traditional leaders will nominate candidates for the Parliament, as well as delegates who will elect the members. Elected Members of Parliament will then select the President for four years.

In Puntland, the term for the current Government expires in 2023. It has decided to establish a one man one vote multi-party system and the registration of parties is ongoing. If successful, it will be the first time that local councils, Members of Parliament and the President are elected from political parties.

The Federal Government of Somalia is still in the process of establishing functional governance structures and there is overlapping across ministries. While public administration is improving, essential services are still poor due to limited funding and weak capacity. Infrastructure is almost non-existent apart from telecommunications. Institutionalisation of the rule of law

is also only beginning to emerge. Customary law, Sharia, and civil law are not harmonised.

The role of diaspora has increased recently, and it has become an influential group in socio-economic and political life. Both national and international CSOs operate in Puntland, but their work is not well coordinated.

Communities in Puntland are structured into clans, which plays a fundamental role in upholding unity and peace in the State. There is a fast-growing trend towards urbanisation, which has increased poverty, youth unemployment and insecurity in urban areas. Literacy and income levels are among the weakest in the world. Particularly worrying is the school enrolment for girls, which is below 20% in some areas.

Women and girls' safety environment

Somalia (and thereby Puntland) has not ratified significant international human rights treaties to ensure the safety of women and girls (see table 1). The Constitution of Somalia (2012) protects human dignity and equality of all persons and prohibits the circumcision of girls, and the Penal Code makes it a criminal offence to cause hurt to another person. But there is no national legislation that expressly criminalizes and punishes FGM nor any guidelines on punishment procedures. Recently, the civil society has begun to demand such legislation and the Ministry of Women Affairs and Human Rights in Mogadishu has declared its willingness to introduce them. In Puntland, however, FGM legislation is waiting parliamentary approval, and in 2016, the Sexual Offences Act was enacted, which demonstrates high-level commitment to address harmful practices against women. An Islamic ruling (*fatwa*) against FGM has also been given.

Entrepreneurial environment and gendered constraints

The level of industrialisation in Puntland is low and the private sector consists mainly of micro-scale low-productivity businesses. Diaspora and remittances play a significant role in business development.

There are four main sectors in Puntland's economy: pastoralism, fishing, crop production and small-scale entrepreneurship. The livestock sector dominates the economy and exports. Livestock products also constitute a substantial portion of the daily food intake in rural and urban areas.

The Puntland Development Plan 2020-24 aims to strengthen the fish industry and livestock value chains by enhancing the capacity of farmers and improving access to credit facilities, inputs, and agricultural services. Another priority is to construct primary roads to connect major towns.

Sanaag is the most fertile region in Puntland, comprising of a coastal belt, mountains, high plains, and valleys. However, poor infrastructure and problem-solving capacity, lack of technical and material support to production, and extreme weather impede the development of agro-pastoralism. In Garowe, women earn livelihoods mainly as petty traders, but the dynamic urban setting and surrounding areas in Nugal offer various business opportunities.

3.4 Ethiopia

Ethiopia was selected as a new programme country by ISF Board in December 2020, following an analysis on where ISF would have the most added value and most favorable operating conditions. Ethiopia is Finland's long-term bilateral partner country and an important partner for the EU.

The development of an armed conflict, which erupted in the Tigray region in northern Ethiopia in late 2020 and spread to other parts of the country during 2021, has affected the possibility to commence operations in the country. The Government temporarily revoked the licenses of some international NGOs in northern Ethiopia and is not processing new requests as it wants to ensure that all existing actors are operating legally in the country. ISF prepared its own registration request but the process has been on hold since August 2021. ISF continues to monitor the situation and will submit its request once the situation allows. The evolution of the conflict is, however, difficult to predict and alternative programme plans will be prepared if the situation persists or deteriorates further.

The Somali region was selected as ISF's target area. It is inhabited by mostly ethnic Somalis who share the same language, culture, and traditions as Somalis elsewhere. The region shares a long land border with Somaliland, Puntland, and southern parts of Somalia. It can be easily accessed from both Addis Ababa and Hargeisa. Both the country and region were selected based on ISF's strategic priority to prevent FGM and because of significant possibilities for cooperation and synergies with other ISF programme countries.

In 2021, ISF conducted a detailed context analysis of the Somali region and prepared a Country Plan for Ethiopia, based on which it will submit the registration request and launch a call for local partners. It will also start the recruitment of local staff once the registration proceeds. The final selection of partners and appointment of staff will be done once ISF is formally registered in Ethiopia.

Political and civil society environment

Ethiopia has a system of ethnic federalism in which regions have considerable autonomy within the framework of federal policies and strategies owned and controlled by the central Government. Regional administrations are further decentralized to zone, woreda (district) and kebele (neighborhood administrations) levels.

Ethiopia has been ruled since 1991 by the Ethiopian People's Revolutionary Democratic Front (EPRDF) coalition that overthrew the previous *Derg* regime. The EPRDF coalition comprised of four main political parties formed along ethnic lines, including the Tigray People's Liberation Front (TPLF), Oromo People's Democratic Organization (OPDO), Amhara National Democratic Movement (ANDM), and the Southern Ethiopian People's Democratic Movement (SEPDM). The EPRDF's political stronghold came under threat in 2005 when disputed elections gave opposition parties strong parliamentary representation. Many people were killed in the subsequent demonstrations and there followed a reassertion of EPRDF hegemony, with the ruling party and its allies monopolizing parliamentary seats after the elections in 2010 and 2015.

In 2018, after a long period of unrest, especially in Oromia, which is Ethiopia's largest and most populous region, the then prime minister, announced his resignation and was succeeded



by the current prime minister Abiy Ahmed from OPDO. In what appears to be part of Abiy Ahmed's general policy of moving the country away from ethnic federalism towards a unitary government, Prosperity Party was established in December 2019 as a successor to the EPRDF through the merging of all EPRDF parties except for TPLF, which was the dominant party for 27 years and was from the onset critical of the formation of the new party and refused to join.

The unrest that led to the change in leadership in 2018 has continued, with longstanding grievances and increasing polarization over historical and complex questions about land, politics and identity fueling deadly ethnic clashes. In November 2020, long-standing tensions between the federal government under the newly formed Prosperity Party and the regional government of Tigray (TPLF) came to a head, with the federal government launching a military attack against the TPLF in Tigray with military support from neighboring Eritrea. The

The operating environment in Puntland is very similar to Somaliland, including climate change challenges such as extreme drought, floods and recurrent locust invasions.



federal government declared victory at the end of November 2020, but the situation was far from over. The TPLF formed an alliance with the Oromo Liberation Army (OLA) in August 2021 and started to gain control of large areas in Tigray, Amhara and Afar regions. In the second half of the year, there were fears that the TPLF and OLA might enter the capital Addis Ababa. Since then, the Federal Government has regained control of many areas and TPLF has retreated to Tigray, but the situation remains unstable and prospects for peace hazy. There continues to be major concerns over humanitarian access and human rights violations, which have led to the EU postponing budget support to Ethiopia.

Recurring conflicts between Afar and Somali Issa tribes over land dispute in three kebeles around border areas have led to deaths and displacements. The three contested kebeles are predominantly inhabited by ethnic Somali Issa while being located within Afar. The Issa inhabitants desire to be part of the Somali

region and have the backing of Somali regional authorities, while the Afar regional government considers the area to be an integral part of Afar. Militias from the two regions continue to clash over their disputed boundaries and according to UNOCHA, over 29,000 people have been displaced due to violence that has also led to dire humanitarian situation amidst limited access due to insecurity.²⁸ This figure does not include those displaced as a result of the most recent conflict that broke out on April 2, 2021, which saw the killings of 100 civilians and displacement of many more.²⁹ Although the two regional governments have agreed to hold back their security forces and allow the federal government to investigate this most recent conflict, the impact of the conflict is still being felt nationwide, as the main corridor for transporting imported goods from Djibouti to Addis Ababa and beyond was blocked, creating critical supply shortages of fuel and other essential goods.

There are well over a 1.4 million conflict and violence-affected

internally displaced persons (IDPs) in Ethiopia. In the first half of 2020, there were 68,000 new displacements associated with conflict and violence, with ethnic violence along the Somali – Afar border accounting for more than half of the total.³⁰

Ethiopia is also dealing with external pressure over its decision to construct the Grand Ethiopian Renaissance Dam (GERD) on the Blue Nile. Tensions continue to escalate as downstream states, namely Egypt and Sudan, oppose the plan. Despite intense disagreements and downstream countries' escalated calls to the international community to get involved, Ethiopia continues to move forward with the plan, arguing that the hydroelectric project will significantly improve livelihoods in the region and will not minimize water flow to downstream countries.

The country's sixth general elections took place in June and September 2021 in all regions except for Tigray. The elections took place amidst the ongoing war and ethnic conflicts in various parts of the country and key opposition leaders in jail. The election was initially scheduled for August 2020, but it was delayed due to the COVID-19 pandemic. The election was a landslide victory for the Prosperity Party and confirmed incumbent Abiy Ahmed as prime minister for a new five-year term. While the international community questioned the legitimacy of the election amid voting delays, ongoing violence and a boycott by some opposition parties, the African Union described it as an improvement compared to the 2015 election and positively overall, urging the government to continue the commitment to democracy.

CSOs in Ethiopia are governed by the new Organization of Civil Societies Proclamation (CSO Proclamation) that was passed in March 2019, lifting previous restrictions on funding for CSOs and allowing the re-entry of international organizations that had their license revoked in the past. The new law, which is less restrictive than the 2009 legislation it replaced, also allowed more scope for activities except for voter education, political lobbying and activities sanctioned against by the country's criminal law. The Agency for Civil Society Organizations is the regulatory body and registration with the Agency is mandatory for all NGOs.

CSOs currently working on VAWG and FGM in Somali region include Save the Children, International Rescue Committee, Organization for Welfare and Development in Action, and Mother and Child Development Organization. As donor agencies, UNICEF and UNFPA provide support to the regional government in addressing FGM.

Women and girls' safety environment

Ethiopia has ratified a host of international and regional commitments on gender equality and women's empowerment, including the Convention on Elimination of All Forms of Discrimination against Women and the Beijing Platform for Action, and the Africa Renaissance Agenda 2063, committing to a specific goal on full gender equality in all spheres of life. At the national level, the country's laws and policies on gender are considered progressive, with the Constitution as well as the National Policy on Women providing guarantees on gender equality and the protection of women's rights in marriage, divorce, inheritance, and household responsibilities, and gender units embedded within the structure of many of the government ministries.

The National Costed Roadmap to End Child Marriage and

Female Genital Mutilation sets an ambitious goal of eliminating child marriage and FGM nationwide by 2025, specifying the main strategies, approaches and interventions which will be employed. The Roadmap is intended to contribute to Ethiopia's efforts to achieve SDG 5 Target 5.3 – *“eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation”* and all efforts are supposed to be coordinated around the five pillar strategies, including empowering adolescent girls and their families; community engagement, including faith and traditional leaders; enhancing systems, accountability and services across sectors; creating and strengthening an enabling environment; and increasing data and evidence generation, and use.³¹

Despite the country's progressive gender laws and policies and the recent gains made in gender equality as a result of renewed political commitment and measures to close the gender gap, the historical legacy of gender inequality and discrimination remain deep-rooted and cultural beliefs and attitudes continue to expose women and girls to gender-based violence and limit their abilities to participate equally in society and the economy. Many decisions, both at household and community levels, including those pertaining to women, are usually made by men.^{32 33} According to UN Women, 80% of the country's female population experience some type of discrimination and GBV, including early marriage, FGM, domestic and sexual violence.³⁴

FGM is practiced across all regions, ethnic groups and religions and although FGM was made a criminal offense in 2004, the practice, while declining, remains prevalent with some regional variations. According to the 2016 national Demographic Health Survey (DHS), two in three women in Ethiopia age 15–49 are circumcised, with cutting and removal of flesh being the most common type of circumcision (73%) and infibulation accounting for 7% of circumcisions. FGM is most prevalent in Somali region (98.5%) and least prevalent in Tigray at 24.2%.³⁵

The percentage of Somalis that support the continuation of FGM and believe the practice is required by religion is staggering, with 52% of women and 34% of men supporting the practice and 57% of women and 42% of men believing FGM is a religious requirement.³⁶ Somali is only one of two regions in the country that have not adopted the Revised Family Code of 2020, which aims to tackle GBV, including child marriage and harmful practices such as FGM. Major resistance to adopting a family law comes from religious and community leaders who see the draft regional family law as divergent from cultural and religious norms and the society's acceptance of religious and customary justice systems over the formal legal system.³⁷

As is the case with FGM, the practice of child marriage, driven by harmful gender norms, is pervasive in Ethiopia.³⁸ It is declining overall, while there are variations across and within regions. In Ethiopia, women tend to marry considerably earlier than men and the most recent DHS (2016) shows that child marriage before the legal age of 18 accounts for 58% of marriages in the country, with 40% of young women aged 20–24 years being married before the age of 18 and 12% before the age of 15. The median age for marriage varies between regions, from below 18 years in Amhara to 24 years among women in Addis Ababa. In Somali region, the median age for marriage is 18 years.³⁹

Entrepreneurial environment and gendered constraints

In the Ethiopian regional development scene, Somali is labelled

as emerging region whose performance in the administrative, economic and social sectors is significantly lower than the rest of the country. Somali region is characterised by a lack of basic infrastructure and the availability of business skills development is limited, although some progress has been achieved in technical and vocational education and training (TVET). In Ethiopia, every region and city have SME development agency with branch offices at zone and district levels. The system is set up to support job creation in high priority sectors such as manufacturing, construction, trade and service that has potential to scale up to medium or large industries.

According to the 2016 DHS, the female unemployment rate was 76% in Somali region due to low level of education, childbearing and rearing responsibilities, domestic duties, as well as gender discrimination in employment. Women's employment is concentrated in sales and services (62%) and agriculture (17%) and only 10% in professional work.⁴⁰ According to a study in 2020⁴¹ Somali women are born entrepreneurs and resilient in the face of challenges. Women start their business using personal savings or loans from family members. There is positive societal attitude towards women's entrepreneurship. However, cultural norms dictate in what line of business activities women are allowed to engage, and as a consequence, woman mainly engage in sectors that are an extension of their domestic tasks, e.g., restaurants, beauty salons, cosmetics and small grocery stores. In the informal sector, most women work as street vendors selling food and contraband goods.

Ethiopia has invested heavily in agriculture and has the largest agricultural extension system in Africa, although understaffing is a challenge and linkages between research-extension are weak. Other important actors in the extension system are the farmer training centres (FTCs) and Agricultural Technical Vocational Education and Training (ATVET) colleges. Ethiopia has numerous national and regional agricultural research centres, including two in Somali region.

Women face significant challenges in accessing agricultural services and inputs. Women's contribution in agriculture goes largely unrecognized because their access to resources and community participation are mediated through men. Due to the burden of unpaid household activities, women are often the secondary earners of the household. In the agricultural marketing, men dominate the large livestock market while women trade small ruminants and dairy products. Women conduct 85% of the tasks at the household level in the dairy value chain, suggesting that investments in the value chain could have a significant impact on women's economic empowerment.⁴²

In Somali region, private sector is weak, which restricts access to reliable and affordable supply of production inputs. Trade in Somali region depend heavily on the illicit contraband market, which supports the livelihoods of many citizens. Togochale town borders Somaliland and is one of Ethiopia's key route to the sea outlet as well as transporting contraband goods. Since contraband is not under the tax bracket, the items are considerably cheaper compared to prices of goods coming from other parts of Ethiopia. Contrabandists also import restricted and prohibited goods such as vehicles, guns, medicines and narcotics.

Private banks have branches in major district centres in Somali region. Microfinance institutions (MFIs) provide financial services to communities that are deemed "unbankable" by private banks, with Somali MFI as the largest in the group. MFI clients are mostly women (85 %) who access group loans without asset collateral.

Challenges related to climate change

Ethiopia experiences a high degree of volatility and spatial variability in climate and is prone to extreme weather events and climate change is exacerbating existing vulnerabilities. According to a climate risk profile conducted by USAID in 2020⁴³, since 1960s, Ethiopia has experienced increasingly intense storms, frequent and severe droughts, and unpredictable rainfall patterns. If current trends continue unmitigated, climate change may decrease national GDP by 8-10% by 2050.

An estimated 12.9 million people in Ethiopia are experiencing high levels of food insecurity, with two million of the most food-insecure Ethiopians living in Somali region (an estimated 67% of the Somali population living below the poverty line⁴⁴). In Somali region, 85% of the population depends on climate sensitive livelihoods (pastoralism and rain-fed crop production). Four consecutive years of drought followed by poor *hagaya-deyr* (short rainy season from October to December) have led to significant livestock and crop losses in Somali region. According to Famine Early Warning System Network⁴⁵ report from June 2021, the drought has affected the health, quality and prices of livestock, which, coupled with high staple food prices, has led to widespread food insecurity.

Somali region was hit by flash floods in May 2021, with some parts of the region receiving as much rain in a day as they normally would in a month. The flash floods washed away livestock and crops, devastating the entire livelihoods of communities. The Shebelle river kept overflowing for over a month, displacing around 15,000 families and killing over 3,000 cattle, goats and sheep in Shebelle zone alone⁴⁶. According to a recent assessment by the Agency for Technical Cooperation and Development (ACTED)⁴⁷, 85% of displaced people in Somali region reported the main reason for their displacement as "loss of livelihood due to drought".

According to gender study conducted by Oxfam in 2017 in Somali region⁴⁸ loss of livelihood and increased debt affected both men and women, but there were differences in how the drought impacted the different sexes. Men migrated with the remaining cattle in search of water and pasture while women and children migrated to IDP camps for humanitarian assistance. Furthermore, while lack of food affected all groups of households, women tended to be de-prioritized in food consumption as they eat last because of social norms. In addition, gender norms reduce women's resilience capacity, e.g., women have poor access to finance and physical assets, and women are often underserved by Government extension services that typically engage with household heads who are usually men⁴⁹.

Ethiopia has made several key commitments to support climate-resilient development and have the necessary policies and strategies in place to respond to changing climate. The Climate-Resilient Green Economy (CRGE) strategy, launched in 2011, streamlines climate through all relevant development sectors to achieve carbon-neutral growth and reduce environmental degradation. Against a backdrop of climate change and a rapidly growing population, agricultural expansion has caused significant damage to the country's natural resources, e.g., land degradation, deforestation and increased pressure on water resources, consequently increasing the vulnerability of many Ethiopians to climate hazards.

4. Theory of change

This chapter describes the change that ISF seeks to achieve and how it will be achieved. The theory of change (ToC) addresses the gendered constraints to women's livelihoods and bodily integrity described in chapter 2. It is based on certain key assumptions, which are reflected in ISF's risk register and risk mitigation plan (annex 5).

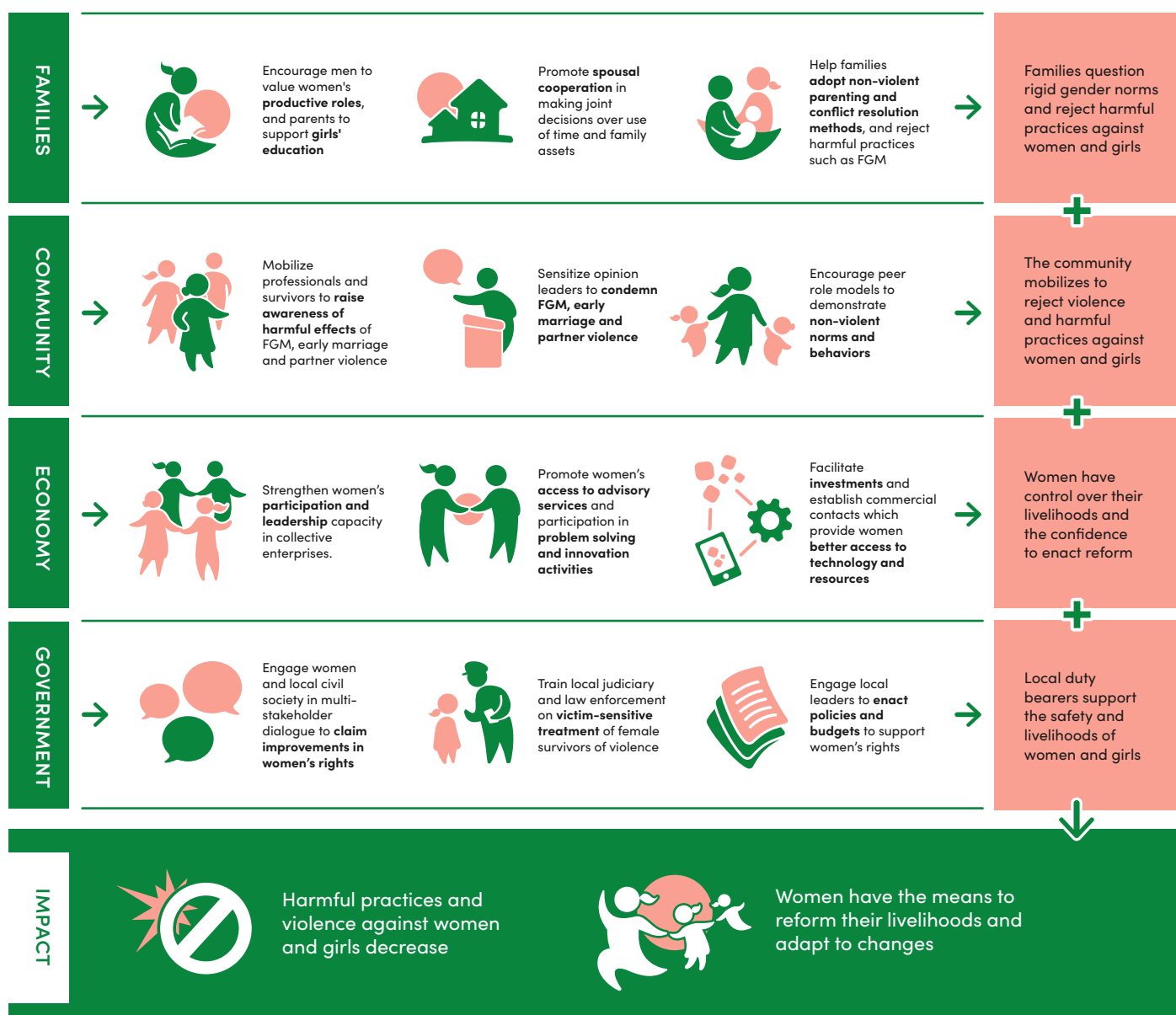
The **empowerment of women and girls** is at the heart of the ToC. For ISF, empowerment is a process by which women expand their ability to make strategic life choices, enact their personal goals, claim for their rights in the family and society at large, and challenge rigid gender roles and gender power hierarchies. According to ISF experience, women's self-respect

and self-efficacy improves when they learn new skills, apply them in everyday life, and act collectively.

Women's empowerment and gender equality require changes within families, communities, businesses, and among decision-makers. Structural changes in legislation, policies, services, public discourses, and gender representations are also needed. ISF therefore supports local police and judicial officials to implement laws that support the fulfilment of women's rights. ISF also supports civil society actors to claim for necessary legislation and its implementation, as well as support services for survivors of violence.

Figure 3 ISF theory of change

ISF approach to empower women and girls



4.1 Preventing harmful practices and violence against women and girls

Harmful practices often comprise social norms, maintained by what people expect others to do (empirical expectations) and what they believe others think they ought to do (normative expectations). For example, in communities where FGM is widely practiced, parents may believe that all parents in the community support the continuation of FGM, that FGM is culturally and/or religiously mandatory, or that only cut girls will become marriageable and morally upright women. The threat of social sanctions (such as ostracism) and absence of legal sanctions, as well as shame and guilt are effective enforcers of social norms.

To change beliefs and attitudes, it is important that the messengers (change agents) are respected by the recipients. This requires that they are seen to have similar interests or characteristics as the receivers and that they have proven professional authority, quality arguments, and effective response to contrary views. Therefore, to change beliefs and attitudes that uphold harmful practices it is crucial to mobilize local opinion leaders such as religious, traditional, and cultural leaders. They have credibility in issues around social and moral norms and can thereby alter people’s beliefs about harmful, acceptable, honourable, or mandatory practices.

Ending VAWG requires awareness on its negative physical, mental, and social consequences. Professionals (e.g. health workers and teachers) and survivors have credibility as messengers in these matters. When engaging survivors, special attention is

paid to their security, as speaking out often entails increased risk of violence and harassment. To change expectations on ‘normal’ behaviour, it is important to encourage peer role models—such as uncut women and their spouses, parents who have rejected FGM and male advocates against VAWG—to share experiences, and provide training on alternative, nonviolent parenting and domestic conflict resolution practices. Moreover, it is crucial to identify and challenge root causes upholding VAWG. For example, FGM aims to control women’s sexuality, ensure premarital virginity and marital fidelity, while violence against female partners often aims at controlling or disciplining women.

Efforts to increase understanding of women’s rights and to prevent VAWG often increase demand for victim support services. Such efforts must always be connected to local referral mechanisms and survivor services (health, security, police and legal). To address impunity which is a major factor perpetuating VAWG, it is important to sensitize political decisionmakers and authorities on the prevalence, harmfulness, unacceptability, and preventability of all forms of VAWG, and to train local police and judicial officials on victim-sensitive treatment, as well as proper investigation on VAWG cases. It is equally important to encourage women and the civil society to participate in public forums and hold duty bearers accountable, so that they use effective policies and budgets to promote women’s rights and gender equality.

The figure below summarizes how the various activities and paths of change are intertwined and support each other to decrease FGM, early marriage and partner violence:

Figure 4 Behavioural changes to prevent FGM, early marriage and partner violence



4.2 Improving women's livelihood resilience

The importance of livelihood resilience is growing as the business environment is becoming ever more dynamic and unpredictable due to climate change, technological evolution, and a greater interconnectedness of the global economy. The COVID-19 pandemic is a good example of a global stress factor that affects business environments everywhere. Resilient business models must embrace unknown futures, recognise the interdependence of value chain actors, and understand the eco- and social systems upon which businesses depend on.

Livelihood resilience strengthens when women have personal and collective means to reform their livelihoods, which further increases their ability to adapt livelihood patterns to changes in the unknown future.

Psycho-social factors, such as cultural norms and past experiences, influence one's desire to learn, innovate and challenge prevailing situations. Women's entrepreneurial identity and belief in their own competence and prospects are nurtured when they get new skills and solve their own problems in collaboration with experts. Experience of success and goal achievement transforms women's judgment about their ability to perform and reform their livelihoods (self-efficacy).

Women often manage their livelihoods at home and solve their problems in isolation. Therefore, women's participation in collective business models that support access to inputs, finance, training and innovation services and new markets is important for their livelihood resilience. Women's capacity to lead and manage their own business collectives is strengthened to increase their capacity to establish and administer relationships with private sector, training and research providers, and licensing and regulatory agencies.

Cooperation between women and experts improves women's knowledge and skills to reform their livelihoods and adapt to

changes in innovative and sustainable ways. It also provides new contacts for women, which are important social capital and contributes to sustainability of their livelihoods. In fragile contexts, such as Somaliland where local expertise is weak, promoting cooperation between international and local experts, local authorities and communities improves the national adaptation capacity. Multi-actor collaboration is particularly important when tackling systemic challenges, such as impacts of climate change.

Investments in innovative technology, infrastructure and equipment improves production security and efficiency, product quality, marketing, and enables to launch new resilient livelihood options. Functional, profitable and climate smart production and processing is key for linking women to formal markets.

Men's engagement in livelihood programmes, including cooperation between men and women in value chains, is important to enhance family resilience and respect for women's productive role, and to underlay more flexible gender roles. Men are more likely to accept women's economic roles and share domestic duties if they value women's productive work. Men's engagement is important for promoting women's role in decision making over family assets, such as money and land.

Local authorities and regulatory agencies provide important services and funding for women and their businesses, but these are often geared towards men, and women are less likely to benefit from them. Duty bearers are engaged in multi-stakeholder dialogue where women can influence decisions concerning their livelihoods, e.g. improvements in infrastructure and services. When duty bearers see that women can succeed in business, women are more likely to receive equal treatment from them.

The figure below summarises how the various activities and paths of change are intertwined and support women's livelihood resilience:

Figure 5 Expected changes to promote women's livelihood resilience



4.3 Interrelationship of the changes

Preventing harmful practices and violence against women and girls and supporting women's livelihood resilience are closely interrelated, as shown in the following picture. In the long run, reduced violence and increased livelihood resilience enable women to use their full potential.

First, economic empowerment provides an access point for raising awareness on sensitive issues such as violence and harmful practices, which are often seen as smaller problems. Economic empowerment thus builds trust among community members. Second, promoting livelihoods of vulnerable women supports FGM prevention because daughters to rural, poor, uneducated mothers are most likely to undergo FGM. Also, if left uncut, daughters to educated, better-off, and self-assertive

mothers are less likely to be stigmatised than uncut daughters to uneducated and poor mothers. A decrease in FGM and early marriage in turn reduce girls' school dropouts and long-term health problems, thereby contributing to girls' livelihood opportunities later in life.

In the short run, women's growing economic role and power over their own lives challenge prevailing gender roles and gender power relations, which may cause resistance and backlash, manifesting in violence and harassment. In the long run, however, women's improved livelihood decreases their dependence on violent partners and unequal relationships. Moreover, economically empowered women serve as role models, demonstrating that women's economic security and status does not depend on marriage, thereby dismantling the demand for FGM as a guarantee of marriageability.

Figure 6 Interrelatedness of women's livelihoods, harmful practices and VAWG

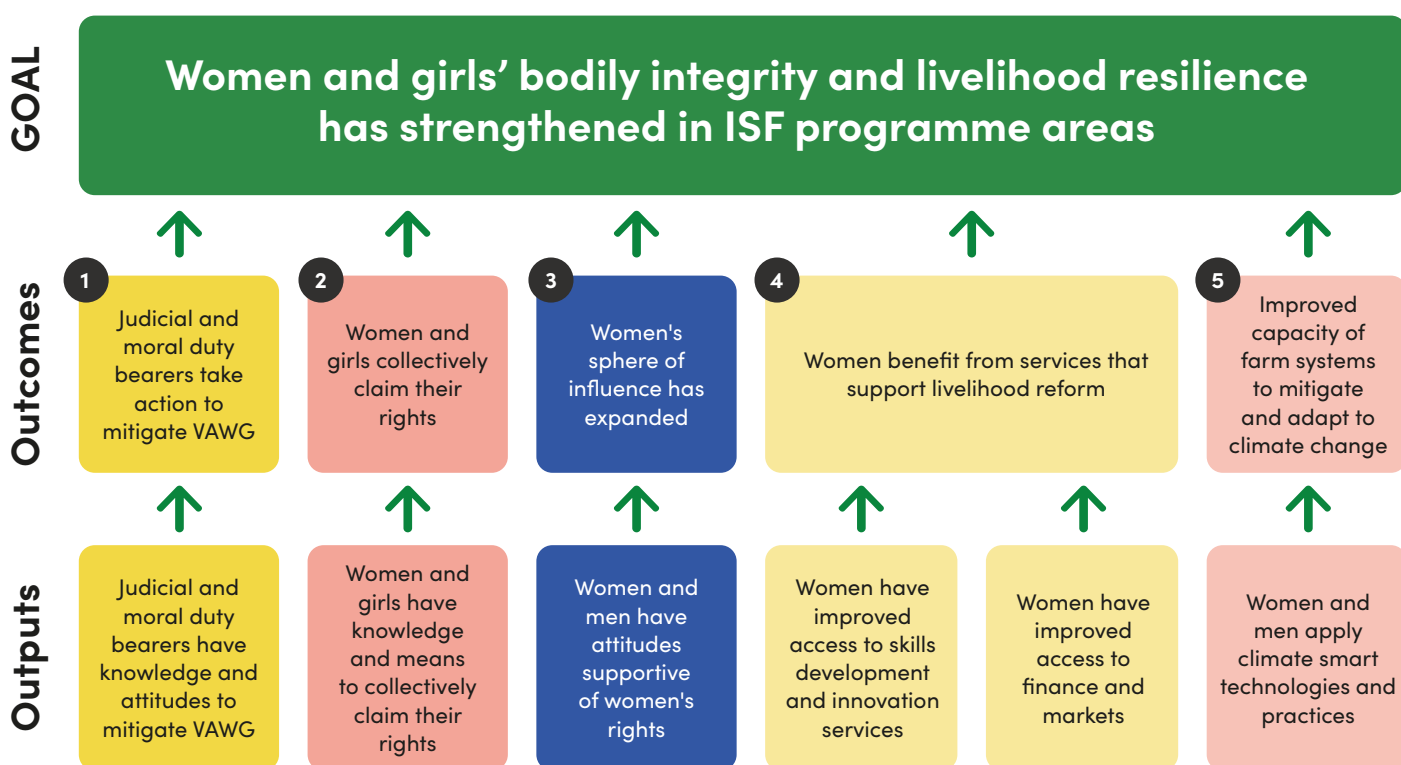


5. Programme goal and outcomes

ISF programme goal is to strengthen women and girls' bodily integrity and livelihood resilience. The outcomes and outputs described below feed into the programme goal as shown in figure 7. In this chapter, the activities that are expected to produce the desired results for each outcome are described. The goal, outcome, and output indicators, with their respective baselines and targets, are shown in annex 2, and the logic of ISF's results framework described in chapter 9.2.

This chapter focuses on Kenya and Somaliland, where 4-year country programmes have been prepared and partners selected. The plans for Kenya are based on final project plans whereas the plans for Somaliland are based initial concept ideas, which will be elaborated during project planning in the first six months of 2022. In Ethiopia and Puntland, partners will be selected, and project plans developed later during the programme period (2023 in Puntland and as soon as the situation allows in Ethiopia).

Figure 7 Results chain for ISF programme



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

To change social and moral norms upholding harmful practices and VAWG, ISF sensitizes moral duty bearers (local opinion leaders such as religious, traditional, and cultural leaders) on human rights and negative consequences of such practices. Opinion leaders are encouraged to challenge patriarchal interpretations of culture or religion that are used to justify VAWG. They are supported to raise their voice against VAWG, and to promote respectful and nonviolent relationships and parenting practices.

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 decisionmakers and public officials) about the prevalence, preventability, seriousness, and unacceptability of VAWG. It supports them to establish coordination mechanisms; draft laws, policies, and action plans; and ensure funding for mitigation of harmful practices and VAWG. In Somaliland and Puntland, where legal frameworks are weak, ISF addresses judicial duty bearers at both national and local levels. In Kenya and Ethiopia, the focus is on adopting national laws and policies at the local level in Kisii and Nyamira counties in Kenya and the Somali region in Ethiopia.



In schools, teachers educate children about sexual and reproductive health and rights, as well as negative consequences of FGM. Photo: ISF

Kenya

Opinion leaders, such as Abagusii council of elders and leaders of faith-based organizations, are mobilized to challenge the social pressure to continue harmful practices and VAWG. As medicalization of FGM is particularly high in Kisii, ISF sensitizes health workers about health consequences and legal considerations and encourages them to publicly stand against the practice. To address impunity and decrease social acceptance of harmful practices and VAWG, local chiefs, police and paralegals are trained on related legislation and victim-sensitive processes and services.

ISF sensitizes teachers, and supports extra-curricular activities, such as sports, music, and theatre, to address FGM in a way that motivates and appeals to children and youth of all ages. ISF plans to cooperate with Kistrech Theatre International, a local theatre group that develops poems, short stories, plays, spoken-word and rap. They will be used in rural awareness raising sessions.

ISF's Muungano Gender Forum (Muungano meaning 'together') is a multisectoral platform for discussing women's rights in Kisii and Nyamira counties. The goal of the Forum is to reduce VAWG, and its activities complement ISF's partner-led projects and contribute to their results. The Forum has two main components: grassroots dialogues (explained under Outcome 2) and county cooperation whereby it supports county coordination meetings between Gender Technical Working Groups and civil society organizations to share information and develop county policies and action plans. In the meetings, ISF highlights issues raised in the Muungano Gender Forum grassroots dialogues and advocates for the alternative rite of passage and county specific Costed Action Plans to end FGM.

In 2022–25, ISF will also closely follow and seek cooperation possibilities with the Finnish bilateral VAW mitigation project in Kenya, which has synergies with the Muungano Gender Forum.

Somaliland

In Somaliland, ISF promotes the enactment of Anti-FGM Law and Policy by sensitizing political decisionmakers on the urgent need for such legislation, and by mobilizing a grassroots movement to pursue the same. ISF works with NAFIS—a network of 20 local CSOs working against FGM in Somaliland—to improve coordination and unify local CSOs' stands against FGM. It supports the capacity of NAFIS member organizations in e.g. community mobilization, fundraising, advocacy, and data collection. ISF will also promote coordination between CSOs and authorities locally in Togdheer and Sanaag regions to address all types of VAWG. In Puntland, ISF will explore the possibility to support the establishment of a NAFIS-like network in Garowe.

ISF brings together political and religious leaders who have significant power over social, moral, and legal norms in Somaliland. To address the belief that FGM is mandated by Islam, it sensitizes prominent Islamic scholars on the negative effects of FGM and informs them of the interpretations and Anti-FGM policies in Muslim countries where FGM is not practiced. Local—often conservative—religious leaders (*sheikhs*) are sensitized on the harmful effects of all types of FGM and the views of more progressive Islamic scholars. Progressive religious scholars are engaged in radio and TV programmes to convince people that FGM is not a mandatory or honourable practice.

ISF will also test, develop, and scale up innovative ways to reach people with anti-FGM messages. It will for example distribute pre-recorded messages from prominent opinion leaders (such as religious scholars) and short audio dramas from a vehicle-based mobile theatre. This is particularly effective in remote and marginalized communities with limited access to TV and radio. The messages are distributed in places where people gather for routine tasks, such as marketplaces and water catchment sites. It will also use an interactive voice response system to distribute messages about COVID-19 and VAWG.

ISF trains media professionals, university students, and researchers to communicate about the negative consequences, religious reinterpretations, and human rights perspectives of FGM through traditional and social media. It cooperates with the Finnish Somalia Network by sharing context-relevant awareness raising materials on FGM, which serve the Network's projects and communities in Somalia. The partners will also continue to identify ways to engage the Somali diaspora in Finland, particularly the younger generation, in ISF's work.

Outside the capital area, FGM is taboo and not considered a large problem. ISF therefore combines FGM work with livelihood work in rural contexts, and with basic life skills training among internally displaced women. In rural areas, ISF sensitizes village

councils, community management committees, and traditional leaders about the harmful effects and religious positions on FGM, and trains village facilitators to support these organs to make public declarations to end FGM in their villages. ISF also supports community-based protection committees to raise awareness on FGM and coordinate with local government authorities, such as medical, police, and judiciary.

To guarantee respectful treatment and impartial investigation to female survivors of violence, traditional leaders and courts are trained to reject and/or review customary laws and "local arrangements", such as money or forced marriage to compensate for the violation. Health, police, and judicial officials are also supported to prepare guidelines on victim-sensitive procedures.

Amal Ahmed Mohemoud (in the middle) is a midwife who advocates against FGM and spreads awareness about the negative consequences of FGM. Photo: Meeri Koutaniemi



5.2 Outcome 2: Women and girls collectively claim their rights

To claim and protect their rights, women and girls need knowledge on their legal and human rights, and on existing referral mechanisms and 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 through campaigns, demonstrations, and statements.

Moreover, women need multi-stakeholder platforms where they can interact with local duty bearers and civil society actors to identify the most critical gaps in women's rights and promote local ownership and solutions.

Women who claim for their rights and interact with duty bearers can gradually change social beliefs and perceptions—breaking down conventional images of women's capabilities.

Kenya

In Somaliland, ISF promotes the enactment of Anti-FGM Law and Policy by sensitizing political decisionmakers on the urgent need for such legislation, and by mobilizing a grassroots movement to pursue the same. ISF works with NAFIS—a network of 20 local CSOs working against FGM in Somaliland—to improve coordination and unify local CSOs' stands against FGM. It supports the capacity of NAFIS member organizations in e.g. community mobilization, fundraising, advocacy, and data collection. ISF will also promote coordination between CSOs and authorities locally in Togdheer and Sanaag regions to address all types of VAWG. In Puntland, ISF will explore the possibility to support the establishment of a NAFIS-like network in Garowe.

To raise awareness and encourage survivors of VAWG to seek support, ISF will scale up digital solutions that were tested during the COVID-19 pandemic. During the lockdown in 2020, ISF tested new solutions to reach out to communities, such as bulk SMS messages, Facebook live videos, video animations and WhatsApp messages. These tools are used to raise awareness on VAWG and the pandemic. ISF will continue to test and develop new tools to disseminate information on support services for VAWG survivors, including helpline numbers, contact details for support services and information on where and how to report cases of violence. ISF will also continue to develop digital solutions for collecting data on community health needs and VAWG, which will provide local authorities important information to mitigate VAWG.

In the Abagusii community, FGM is practiced as an initiation into womanhood, making girls respected community members. An Alternative Rite of Passage (ARP) provides an initiation without genital cutting. ISF has developed an ARP to the local context in Kisii, building on its previous work with mentoring camps (or "safety camps") for girls during school holidays. It has developed and piloted separate curriculums for children and adults, containing sessions on the Abagusii culture, FGM



During holiday seasons, girls have an increased risk to undergo FGM. Holiday mentorship camps are organized to keep girls safe and educate them about sexual and reproductive health and rights. Photo: Nyasha Kadandara

and bodily integrity, sexual and reproductive health, and life skills. For girls, the curriculum is taught in three camps during school holidays. The last camp culminates in a public graduation ceremony where the girls receive certificates as ambassadors of change. Parents also receive training on the same topics, culminating in a shared declaration to abandon FGM. ISF will engage local actors and authorities to ensure local ownership and support for the concept. ISF plans to cooperate with World Vision Finland in evaluating and developing the ARP and other anti-FGM approaches during the programme period.

Somaliland

In rural areas, ISF facilitates women's dialogue with cooperative, village and district leaders on women's rights, including the right to use land. In internally displaced people's (IDP) communities, ISF works through women's self-help groups (SHG) and cluster level associations (CLA) that coordinate the SHGs. ISF provides SHG members with numeracy and literacy training, basic entrepreneurship skills, and knowledge on VAWG. The trainings utilize ISF's Facilitator's Manual for Promoting Women's Health and Business. Female Human Rights Ambassadors are trained from among the SHG and CLA women to disseminate information among their peers. ISF also plans to scale up the Female Anti-FGM Committee approach piloted in 2018–21. Five women from 20 rural and IDP villages (altogether 100 women) were selected to do door-to-door awareness raising and public discussions on FGM and increasing rape cases in Burao.

With additional funding for the COVID-19 pandemic, ISF will equip some of the SHGs and CLAs with computers and internet connections and improve the institutional capacity of local women's rights organizations to cope with crises. Crises often increase VAWG while jeopardizing victim support services and operational prerequisites for women's rights organizations.

ISF will work with female students in universities and high schools and encourage them to share their experiences of violence and abuse, speak up, and establish young women's coalitions. It will establish girls' clubs for internally displaced girls to boost their self-efficacy and awareness of their rights.

5.3 Outcome 3: Women's sphere of influence has expanded

In societies with no child and elderly care, domestic duties constitute a fulltime responsibility and entail an important and often respected role for women. To improve women entrepreneurs' livelihood resilience, women must have time for the development of their productive activities and participate in decision-making over family issues and community development.

ISF encourages men and women to question and make visible gendered stereotypes and prevailing norms to promote women's economic roles and public participation, and to end harmful practices and violence against women and girls. These norms and negative stereotypes constrain women's social status. Moral and social norms emphasize women's 'purity' and subordination to male guardians. Women are often represented for example as weak, emotional, and sexually reckless, whereas men are seen as 'natural leaders', strong and rational. Together, these biased stereotypes and norms are used to justify control of women's sexuality, restrictions on their self-determination and mobility, and 'women's place' in the domestic sphere. Even when engaged in productive activities, women have less power and influence.

Empowered women challenge prevailing gender power relations, which may cause backlash that manifests in increased violence against women. To mitigate this, ISF engages men and women in discussions on gender roles and gender power relations. It sensitizes men and women on the causes and consequences of rigid gender roles and violent practices and raises awareness on alternative non-violent domestic conflict resolution mechanisms to decrease social acceptance of violent practices.

Kenya

In Kenya, ISF brings together local actors with expertise on livelihood, VAWG, and gender norms to address partner violence among programme beneficiaries. Firstly, ISF aims to reduce the risk of partner violence in all the livelihood projects through conducting regular beneficiary and community sensitisation sessions on partner violence prevention and mitigation measures. The aim is to capacitate livelihood partners in VAWG prevention; therefore, the work is done in cooperation with ISF partners implementing VAWG projects. The community dialogues organised by the Muungano Gender Forum will complement these activities.

Secondly, 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 aim is to strengthen VAWG partners' knowledge and skills in increasing women's basic life and business skills, formalising women's savings and loan groups and linking women to commercial actors. The work utilizes contacts, operating environment analyses, and training manuals set and produced in the livelihood projects.

Peer role models, such as uncut women, parents who reject FGM and educate their daughters, and men who marry uncut women or oppose wife-beating, are engaged to challenge prevailing views of FGM, wife-beating and masculinity. They also exemplify alternative nonviolent parenting and conflict resolution practices.

Somaliland

In Somaliland, ISF has a systematic approach to mainstream sensi-

Khadra Hassan Saed works in a greenhouse. Her life has changed since she joined the greenhouse group for women. The group has empowered her and expanded her sphere of influence.

Photo: Nyasha Kadandara

tive issues (particularly FGM) into livelihood work. The approach is outlined in a document (Facilitator's Manual for Promoting Women's Health and Business) that describes how to teach poorly educated women with basic entrepreneurial skills and how to address violence and harmful practices against women.

ISF will scale up its work with men's groups to engage men 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 (Boys Against FGM and SGBV) will be introduced for younger boys. The role of khat (stimulant) as a trigger to partner violence will be addressed in all the groups.



It is important to engage men in gender equality and anti-violence efforts. Fatherhood is an important motivator for men to join such efforts. Photo: ISF

Engaging men to end violence against women

Gender issues are often regarded to concern only women and to be against men's interests. Prevailing masculinity norms are often rigid and do not include solidarity with women or other disadvantaged groups. Thereby men who advocate for gender equality may face ridicule, contempt, and anger. Yet, many men support gender equality in various forms, including advocacy and campaigning against violence against women and girls.

Men join anti-violence efforts because of, for example, fatherhood, desire to give back after benefitting from a programme or recognition of their privileged status. ISF engages men as an important and positive element in the prevention of VAWG. It realizes that men's intersecting identities shape their understanding of women's experiences of discrimination and gender-based violence. For example, marginalized poor men are unlikely to engage in gender equality efforts.

Simultaneously, men's engagement must consider risks for reproducing male privileges: sometimes men who engage in anti-violence movements receive more status, power, and recognition than women who do similar work. ISF does not treat men simply as perpetrators or allies of women, but seeks to transform the relations, social norms, and systems that sustain gender inequality and violence. It tries to prevent that men who participate in this work are seen as 'strong' male warriors or leaders, which would reinforce gender-inequitable masculine ideals.



5.4 Outcome 4: Women benefit from services that support livelihood reform

Women often manage livelihoods in isolation, which prevents them from risk sharing and unlocking the full potential of joint investments and other development processes. ISF supports women to get organised in self-help-groups, cooperatives, and other collective business models, and strengthens their capacity to lead and manage these groups. Collective businesses have more negotiation power and can provide better services to their members, including savings and loan services, joint marketing, and transport services.

Women entrepreneurs in ISF programme areas are often poorly educated. It is therefore important to improve their access to training and advisory services and increase their participation in problem solving forums. Access to knowledge helps women to make sensible individual and collective investments and business plans. Testing and developing new solutions in collaboration with experts provides them with skills to adapt to comprehensive challenges such as climate change. Expert cooperation and testing are particularly important to reorient food production to the preferences of a growing urban population in ISF programme countries (i.e. easily transportable, pre-packaged, and processed food).

Improved skills, cooperation and access to livelihood resources increase women's self-efficacy, which in turn contribute to the vitality of their businesses and positive resilience to shocks and stressors in the unknown future.

Kenya

In Kenya, ISF strengthens women's capacity to lead and manage their own business collectives by developing their financial management and leadership skills, collective and transparent decision-making, and improving sales and marketing.

ISF partners with women's business collectives in Kenya (see annex 1) to improve their capacity to provide peer training and

advice (digital and face-to-face). To promote learning and innovation in farming and pre-processing, ISF supports the establishment of experiment plots 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 agriculture, post-harvest handling and processing technologies (e.g. drying and powder processing).

ISF will continue to cooperate with Fingo Powerbank to train women farmers in using digital equipment and to map

and test digital platforms to improve women's access to advice, weather and climate information, and market information.

ISF supports the partners to improve collective input purchase and transport solutions, product processing and development, and marketing. It also supports the development of collective buying and selling systems and women's own input processing, e.g. organic fertilisers, and the use of legumes as green manure.

Possibilities for direct selling and contract farming will be explored to reduce the exploitation of middlemen and increase women's incomes. ISF and its local partner will cooperate with a Finnish-owned Kenyan food processing company, Böna Factory, to support the women to meet national (and international in the long-term) food safety requirements in production and pre-processing. The cooperation focuses on mushroom and wild vegetable value chains, including production, drying and local powder processing before selling to Böna Factory for final processing to food products, such as pasta and readymade meals. Together with another partner in Kenya, ISF will cooperate with a local food processing company, Mace Foods, in the production and selling of vegetables. ISF supports these initiatives by developing production security and quality and by improving women's capacity to manage formal contracts.

ISF will explore the possibility to grow and process new vegan protein crops, such as tiger nuts and yellow gram lentils, in cooperation with Böna Factory and other experts. It will also explore possibilities for organic packaging to further increase low emission development.

Furthermore in 2024, ISF will launch a project to support women to establish a plastic waste collection centre and recycling plant in Kisii. The project will improve women's capacities in plastic waste recycling (from waste collection to product finishing) and leadership and management skills. In the long term, the women are expected to manage a small-scale recycled plastic product plant and sell its products. The partner is a local social enterprise that cooperates with county authorities in cleaning and solid waste management.



Nimco Abdi Yusuf's livelihood was unsure before business and craftsmanship training. Now she runs her own business and has gained independence through own income.
Photo: Nyasha Kandandara

Somaliland

In Somaliland, ISF improves livelihood resilience of agro-pastoral communities and cooperatives in Sanaag and empowers women entrepreneurs in IDP camps and urban areas in Togdheer. The absence of processing technology and productive inputs is a challenge in Somaliland. ISF addresses this by promoting contacts with private sector actors and by capacitating women to produce and sell productive inputs by themselves.

In Sanaag, ISF supports women and men to lead and manage cooperatives and improves their knowledge and skills in climate smart agriculture. It promotes the development of peer training and advisory services within cooperatives. Whenever possible, it also supports the creation of professional advice networks with the private sector, local authorities, and other development actors. ISF supports women to develop new viable livelihoods and improves their capacity to use technology (including digital solutions) for marketing and selling. It also promotes women's active role and decision-making power within the cooperatives.

ISF promotes the establishment of community platforms and multi-stakeholder cooperation between experts, authorities, entrepreneurs, and farmers to jointly identify critical 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 Togdheer, women are empowered through basic business and life skills, such as literacy and numeracy trainings. Collective planning and problem solving is promoted, particularly through women's self-help groups (see also outcome 2). ISF also supports women's micro enterprises to develop and access local markets.

Value chain approach

Value chain refers to the full lifecycle of a product or process, including material sourcing, production, consumption, and disposal/recycling. Value chains describe the full sequence of activities (functions) required to bring a product or service from conception, through intermediary of production, transformation, marketing, and delivery to final consumers.

In today's global markets, even products for local use must be unique and of high quality to succeed global competition. The success of women entrepreneurs in ISF programme areas therefore depends on the performance of the value chains in which they participate.

ISF develops value chains by supporting women's collective businesses to identify constraints and opportunities in the value chains, as well as relevant value chain actors – commercial actors from input suppliers to consumers, regulatory bodies, financial institutions, and expert and innovation actors. It also supports women to understand which firms set the quality, price and other parameters under which others operate.

While it is beyond the capacity of the programme to address all identified constraints, the failure to recognise them will impede long-term development. ISF addresses most critical constraints by building mutually beneficial relationships to transfer information, skills, products, and services. In fragile contexts, such as Somalia, where value chain actors are weak or absent, ISF seeks to solve the most critical gaps by identifying cooperation opportunities with other development actors.



Mother and daughter make baskets from sisal. Women use the baskets for harvesting. Photo: Nyasha Kandandara

5.5 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 in a way that create flexibility in the future and recovery capacities to limit negative impacts, such as early warning systems and bunds to protect property from flooding.

ISF supports farms and farming systems to adapt to new situations in a way that improves farm productivity and decreases livestock and crop losses. 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. To improve climate adaptation, ISF also invests in climate smart technologies and capacitates women and men in climate smart agriculture.

Agriculture is the second largest sector contributing to greenhouse gases in the world. Farming, forestry, and changes in land-use generate one-fifth of the agriculture emissions. ISF develops local capacities to mitigate climate change by supporting the use of low emission energy sources, promoting agro-forestry and the use of local organic fertilisers.

Kenya

In Kenya, ISF supports testing and application of technologies and practices that save water and improve soil fertility. It promotes the production of new climate smart crops, such as mushroom hut farming and vertical farming of vegetables, legumes and nut production. The use of low emission energy sources in farming is supported. ISF also explores cooperation possibilities with the private sector in improving the use of low emission energy sources in households. Low emission practices are promoted for open field farming, such as minimum tillage, production of organic fertilisers, crop rotation and agro-forestry. It also supports the use of efficient irrigation methods to minimise water use.

In Kisii and Nyamira, shortage of land and aggressive deforestation contributes to soil infertility and erosion. ISF programme beneficiaries (women) control extremely small pieces of land, which complicates disaster risk reduction and climate mitigation planning. ISF supports women's groups and cooperatives to identify strategies that promote climate smart and low emission natural resource management. It cooperates with Food and Forest Development (FFD) Finland and their local partners to strengthen farm level climate resilience planning capacity of



Martha Mong'are is utilising vertical farming which enables efficient land use. Women often control small areas of land, which complicates risk reduction and climate mitigation. Photo: ISF

partners and technical agriculture schools. Preparedness to extreme weather and natural disasters is improved by supporting women to access weather and climate information services and facilitating discussions on climate adaptation and mitigation with local authorities.

Somaliland

In Somaliland, ISF supports communities to develop and implement disaster risk reduction plans, which include forestation and agro-forestry components for soil and water conservation and sustainable land use. To improve adaptation to extreme weather and natural disasters, it supports the development of efficient water collection and irrigation schemes and capacitates women and men to apply climate smart agriculture practices. To improve natural disaster preparedness, it also facilitates access to weather and climate information services. Cooperative committees are formed and trained to manage new technologies.

ISF supports cooperation between experts and farmer associations and cooperatives to identify solutions and test new crops, technologies, and practices in an extremely climate vulnerable context. These learning processes support knowledge-based community planning. They also give women a larger role in decision-making and problem solving in their communities.

ISF promotes the use of low emission energy sources at home and for farming purposes. It also explores cooperation possibilities with private sector for energy solutions. The lack of productive inputs, such as greenhouses, certified seeds, and fertilisers, is a challenge in Somaliland. ISF therefore supports beneficiaries to produce missing inputs and promotes cooperation with the private sector for improved access.

6. Programme beneficiaries



Nancy's mother was educated about the negative consequences of FGM and saved Nancy from cutting. Now as a teenager, Nancy is proud to be uncut and wants to become a nurse. Photo: Nyasha Kadandara

Programme beneficiaries have been selected in participatory processes together with local implementing partners. Beneficiaries are divided into final and direct beneficiaries and the numbers disaggregated by country, gender, age, and disability.

ISF works in marginalized areas where women have limited education and, when engaged in agricultural production, poor access to formal markets. The level of vulnerability and livelihood potential are considered in the selection of beneficiaries. Women whose income is particularly important for family wellbeing (e.g. single mothers) are prioritized, as well as women who face the greatest risk for violence, abuse, and harassment due to their economic activities. In Somaliland, internally displaced women constitute such target groups. Another criterion is that women are motivated and ready to invest time in development process.

In ISF programme, **final beneficiaries** are individuals whose lives are expected to change for the better as a result of the programme, with or without direct participation in programme activities. They include girls who will be saved from FGM, women whose risk of partner or non-partner sexual and gender-based violence decreases and whose status inside the family and community strengthens; as well as women and men whose livelihood resilience improves and their immediate family members. For most projects, final beneficiaries include children of direct beneficiaries. The number of child beneficiaries is based on official fertility rates (average number of children per woman) in programme areas.

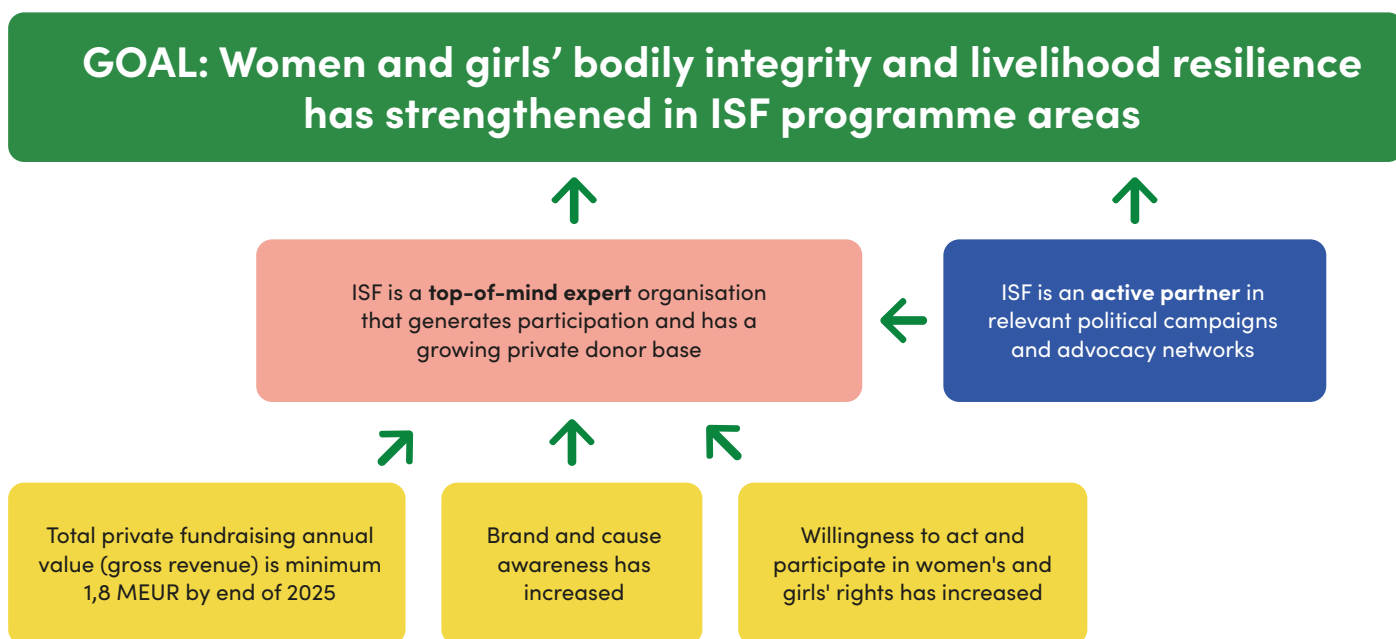
In ISF programme, **direct beneficiaries** are individuals who participate in programme activities. In VAWG prevention, they include religious and traditional leaders, authorities, political decisionmakers, health, police, and judicial officials, media, CSOs and activists, as well as parents. Direct beneficiaries are often, but not always, also final programme beneficiaries, such as farmers and women entrepreneurs who participate in programme activities. Examples of direct beneficiaries who are not final beneficiaries include so-called change agents with whom the programme interacts to improve the lives of others, such as moral and judicial duty bearers and opinion leaders. Another example are value chain actors in public and private sectors with whom the projects engage.

ISF estimates to reach some 43,000 direct beneficiaries and over 164,000 final beneficiaries in Kenya and Somaliland during the programme period (see annex 1). 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 whereas the numbers for Somaliland are based on initial project plans that will be revised during project planning in 2022. Beneficiary numbers for Ethiopia and Puntland will be estimated after the selection of partners.

In addition to above beneficiary categories, the programme benefits other individuals, whose number is not possible or meaningful to estimate, such as people who benefit from improved legislation or intensified economic activity.

7. Communication and advocacy in Finland

Figure 8 Results chain for communication, advocacy and fundraising



This chapter focuses on how ISF reaches out to the Finnish society, stakeholders, and target audiences with a strategically focused combination of communications, fundraising, and advocacy work. Leading themes are engagement, digitalization, and co-creation (see chapter 12.2 for fundraising).

ISF seeks to be a **top-of-mind expert development cooperation organisation that builds participation and has a growing, dedicated private donor base**. It offers ways for Finnish audiences to make an impact in the lives of women and girls globally, raises awareness of gender equality challenges, and increases understanding around global development cooperation. The expected results are summarized in the above figure, and their respective indicators are shown in annex 3.

7.1 Communication

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 NGOs in building global change and active citizenship.

ISF will engage and reach new target audiences with a professional and inspirational digital presence, as well as build long-term media, stakeholder, and influencer partnerships. By

raising awareness around causes central to ISF programme, it strengthens understanding in Finland on global gender inequality and harmful traditions, and highlights Finland as a leading international actor in gender equality. Communications and fundraising will work closely together to offer meaningful ways for Finns to participate in global issues.

A key learning for ISF is to focus on communication activities that produce **maximum impact in terms of reaching new audiences**. Going digital media first and identifying relevant influencers and stakeholders to promote ISF content on their platforms is central to ISF communication efforts. Becoming top-of-mind requires a strategic focus in how to reach target audiences efficiently.

ISF communications will work towards its objective by:

- Fostering and growing influencer partnerships
- Going social media first
- Maintaining meaningful media and stakeholder relations
- Building new levels of participation with digital global education and volunteering

The strategic focus will shift from informing to building engagement and co-creating meaningful content. The new strategy puts focus on audio-visual content and building participation.

First, employing social media influencers into the co-creation of development communications is a strategic investment, framing development themes in a way that resonates with and engages target audiences. ISF will continue to collaborate with social

media influencers and foster relationships to have an active network of motivated spokespeople who reach wider audiences.

Social media influencers are an untapped potential for NGOs in Finland. They have engaged, committed audiences. Influencers drive campaign reach and build meaningful narratives for audiences who are unfamiliar with development themes. A process of co-creation ensures that the message resonates and engages. ISF builds a network of influencers on a wide range to reach different age groups in social media channels, such as Instagram, TikTok, and YouTube.

Second, ISF communications goes social media first, finding audiences on the platforms that they already frequent. Content creation will focus on visual and audio-visual. Success is monitored weekly to fine-tune communications content, and monthly for assessing impact.

Third, media and stakeholder relations are key in reaching growth objectives in brand and cause awareness. Media relations are handled with a mix of personal pitching and wider press release distribution. Focus will be in core themes such as FGM and women's livelihood resilience. To understand public discussion and listen to relevant topics, ISF will improve media monitoring and social media listening by investing in a holistic monitoring platform.

Fourth, ISF volunteering and global education will also shift further into the digital space. ISF continues to build a network of digital activists who will act as ambassadors for global women's and girls' rights. With a strong track record in innovative global education methods, ISF will further develop the use of games and crowdsourcing to provide easily approachable content on its main themes. Key new platforms for global education will be video-based services such as TikTok, YouTube and Instagram.

Communications is a central function to achieve strategic growth in terms of new audiences and positioning ISF in the field of development cooperation. It plays an important role in stakeholder relations in Finland and internationally. During the programme period, ISF also aims to transform how the African continent is discussed in public discourse, depicting the versatility of the continent, and dismantling colonial rhetoric. A key element is to find new ways of engaging local partners, activists, and beneficiaries, and to explore how to amplify their voice.

7.2 Advocacy

In this chapter, 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 in a world of interconnections between economic, social, and environmental challenges and their multiple global-domestic linkages is the foundation for ISF's advocacy work.

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
- Promote policies and practices that improve women's livelihood resilience globally

In Finland, ISF advocates as part of a wider network. It is a founding member of Fair-Trade Finland and the Finnish Somalia Network, and a member of Fingo (umbrella organization for Finnish development NGOs) and the Red Nose Foundation. It is an active member in Fingo's Gender and Development, Fair Transition, Tax and Development and Food Security working groups, where topical issues are discussed, joint campaigns planned, and advocacy plans developed. Through Fingo, ISF also advocates at the EU level. ISF is also a member of the Decent Work research programme that is managed by Finnwatch.

ISF participates in forums related to VAWG and sexual and reproductive rights in Finland, such as the annual FGM seminars organized by the Finnish institute for health and welfare (THL). It also advocates for sexual and reproductive health and rights with other NGOs through the Sexual Rights Network, coordinated by the Family Federation of Finland (Väestöliitto).

Regarding the 2023 parliamentary elections in Finland, ISF seeks strategic alliances—such as the one established with Plan Finland, World Vision, and Family Federation of Finland for the 2018 elections—to advocate for the rights of women and girls on the Finnish development agenda.

8. Operating model

In this chapter, ISF's operating model is described, including the organizational priority of learning and innovation, ISF's implementation modalities, and the human rights-based approach. Other aspects of the operating model are described elsewhere in this document.

ISF's programme adheres to main international aid frameworks, such as the Istanbul Principles on development effectiveness, the Busan Partnership for Effective Development Co-operation, and the Paris Declaration on Aid Effectiveness. First and foremost, the programme promotes human rights, particularly gender equality and the empowerment of women and girls. Second, inclusive participation, local ownership, transparency, and accountability are key programme principles, which are operationalized through the human-rights-based approach. Third, the programme pursues equitable partnerships and solidarity with local actors to achieve positive change and sustainable results.

ISF's operating model is designed to **strengthen local civil societies**. For ISF, this means individual and collective empowerment of women and their organizations, capacitating judicial and moral duty bearers (such as traditional leaders and local police), and strengthening local CSOs.

An external evaluation of ISF's operating model was postponed from 2020 to the second half of 2021 due to COVID-19. ISF expects the final evaluation report in February 2022. The purpose is to obtain feedback on the strengths and weaknesses of ISF's operating model, as well as recommendations for how to improve it. The evaluation findings will feed into project planning under the new programme period.

8.1 Learning and innovation

Learning and innovation are organizational priorities for ISF, which implies that opportunities for structured and collective reflection and analysis are systematically created to support decision making. It also entails that best practices and lessons learned are systematically shared and utilized within ISF, among partners and more widely to other actors.

Learning is an integral part of ISF's development processes. ISF supports cooperation between experts, partners, and beneficiaries to solve jointly identified problems in learning processes. It is a priority throughout programme and project life cycles (see adjacent text boxes for lessons learned in FGM prevention and women's economic empowerment). Partners are also encouraged to reflect how learnings will be utilized and shared in their programme areas. Similarly, monitoring, evaluation and reporting in ISF emphasize learning.

ISF defines **innovations** as *"new solutions that support the achievement of ISF programme goal"*. Innovations can be products, services, processes, methods, or partnerships. They do not have to be previously unknown ideas. On the contrary, best practices should be identified and prioritized. The purpose is to find better ways to achieve the programme goal.

An innovative organizational culture requires high risk tolerance,

courage to try new things, and systematization of learning processes. It entails cooperation with diverse actors to identify problems, best practices, and alternative solutions jointly with programme beneficiaries and other actors. Promoting innovations also means capacitating staff and ensuring that enough time is devoted to innovative learning processes.

ISF encourages partners to innovate from the outset of project planning. It supports the innovation capacity of partners and promotes the identification, testing and piloting of new ideas by promoting multi-stakeholder cooperation between beneficiaries, civil society and private sector actors, authorities, and researchers. Scalability is another important element of innovations.

Partners are encouraged to openly report about unsuccessful experiments. This has, however, proved difficult and requires a change of mindset. ISF will therefore prioritize learning and innovation in project reports and monitoring workshops.

Technology plays an important role in innovations and in promoting gender equality. The digital gender gap, however, hinders women to benefit from technology equally with men. The gap between men and women is evident in their unequal access to hardware (mobile phones, computers) and internet, as well as different skill levels, from basic skills such as knowing how to use mobile phones, to more advanced skills such as coding or analyzing large datasets. Women are thus less likely to use technology for everyday purposes. ISF addresses this by training women farmers in Kenya to use digital equipment and testing digital platforms to improve their access to advice, as well as weather, climate, and market information.

In 2022–2025, ISF will continue to pursue new innovations and further develop solutions started during the previous programme period, such as the use of digital technology (IVR and SMS), mobile theatres and social media for raising awareness among programme beneficiaries. Another priority is the newly developed alternative rite of passage concept, which seeks to replace FGM as an adulthood rite for girls in Kenya. In livelihood work, innovations are an integral part of the development processes, which can be described as learning loops whose entire purpose is to find solutions to identified problems. ISF will also further test and develop the use of digital data collection tools, such as Ombea audio response system introduced in 2020.

ISF will continue to cooperate closely with Fingo on innovations. In Kenya, ISF has a partnership to support Fingo's Powerbank project in East Africa by hosting a Partnerships and Innovation Adviser, who is responsible for supporting Finnish NGOs and their local partners to create new partnerships with the private sector. The arrangement will continue during the 2022 – 2025 programme period with Fingo's programme funding. Fingo also supports ISF to test new innovations in Kenya.

In communications and fundraising, ISF will also explore new ways to reach audiences and make an impact. It will test and develop digital solutions such as the use of games in global education and build new influencer partnerships for content co-creation.



In the Abagusii community in Kenya, FGM is practiced as an initiation into womanhood. An Alternative Rite of Passage provides an initiation without cutting, allowing girls to gain respect in their communities. Photo: ISF

Lessons learned in FGM prevention

The social dynamics upholding FGM are versatile and varies across communities. To eradicate FGM, which is often viewed as a valuable tradition in practicing communities, ISF has learned that it is necessary to apply multiple strategies that build local movements against FGM. This includes engaging a variety of actors in raising awareness on negative consequences of FGM, and on legal, religious, and human rights perspectives to FGM, to alter ideas on what is morally right behaviour. It is equally important to make visible the decreasing support for the practice via, for example, collective public declarations.

In terms of FGM, moral and social norms often outweigh legal norms. For example, in the Abagusii community in Kenya, parents expose their daughters to FGM despite the criminalization in 2011. FGM serves as an initiation rite, and is assumed to safeguard social acceptance and marriageability, and is hence seen as the best option for girls. Local politicians and officials overlook the continuation of the culturally valued practice. Increased awareness on the health risks, in turn, has led to medicalization whereby health professionals generate extra income by secretly cutting girls.

To address these challenges, ISF promotes an alternative rite of passage to replace FGM in the Abagusii community. The concept engages local custodians of culture and draws from traditional values while providing an alternative non-violent adulthood rite for girls. Local duty bearers are also targeted to ensure acceptance and local ownership of the rite.

In Somaliland, confusing religious interpretations uphold especially the less extensive (so called sunnah) type of FGM. Particularly in rural areas, people rely on conservative interpretations by local religious leaders, claiming the milder types as 'honourable', even mandatory. The confusion

has also delayed the approval of national FGM Policy and legislation. The Ministry of Employment Social Affairs and Family, for instance, supports the criminalization of all types of FGM, whereas the Ministry of Religious Affairs has long been willing to criminalize only the most severe pharaonic cutting. As per January 2022, after intense lobbying from local CSOs, a draft FGM Policy based on zero-tolerance is at its final stages to be approved by the Cabinet.

To address this, ISF sensitizes prominent religious scholars to support the enactment of an anti-FGM law. Local religious leaders are engaged in discussions on negative consequences and alternative religious interpretations of FGM. However, a more systematic engagement of progressive religious leaders is needed to amplify the message that FGM has no root in Islam. A critical mass of such leaders would give moral support to other actors in FGM prevention.

Apart from religious misinterpretations and moral norms, FGM prevention is challenging because traditional leaders and men often believe that it is a 'women's issue' and insignificant compared to other problems. Consequently, men do not discuss FGM and those that do, fear being ridiculed. People engaged in FGM prevention can also be accused of acting against their religion or culture and being driven by financial incentives (gaining money from international NGOs).

Given the sensitivity of the topic, ISF has learned that successful efforts to prevent FGM must be combined with community development and economic empowerment, which are valued by the communities and serve as an entry point to discuss sensitive issues. Root causes and beliefs upholding FGM must be identified and addressed for each context and locally respected duty bearers and opinion leaders mobilized to challenge those beliefs and promote alternative behaviour.

Lessons learned in women's economic empowerment

For ISF, economic empowerment is a process by which women expand their ability to make strategic life choices and enact their personal goals. Over the years, ISF has supported the economic empowerment of thousands of women, of whom many have permanently emerged from poverty.

According to ISF, one of the main challenges for economic empowerment is poor self-image that undermines one's belief in her own competence and prospects. This is due, among other things, because women's livelihoods are considered supplementary to those of men and women rarely have experiences in personal development processes. Social norms also form women's mentality.

ISF has learned that comprehensive solutions are needed to achieve livelihood resilience, involving not only women but also men, private sector, and local authorities. Utilizing the knowhow of professionals is fundamental in promoting personal empowerment. Women's participation in expert-driven development processes give them experience of competence and goal achievement, which transforms their judgment about their ability to perform, learn and innovate.

In Nicaragua, ISF has built women's capacities in poultry and pig farming, which are climate smart options compared with traditional livestock farming. They are also not common livelihoods among men. Pig and poultry farming have become the main source of income in many family farms and consequently women have become respected as professional farmers in their families and communities. New animal feed and processing businesses have emerged in poultry and pig value chains. Women have also started



In Nicaragua, ISF has built women's capacities in poultry and pig farming, whereby women have gained respect as professional farmers in their communities. Photo: ISF

new businesses, e.g. bakeries, small cheese industry and retailers. These women have thus succeeded in making themselves important actors in the local economy by proactively reforming their livelihoods.

ISF has also learned that supporting women's economic role and power over their own lives challenge prevailing gender norms and power balances, which may cause resistance and backlash, manifesting in violence and harassment. ISF prevents the immediate possibility of violence by incorporating SGBV awareness into entrepreneurship training programmes, together with topics that aim to improve women's self-image.

8.2 Implementation modalities

ISF's programme consists primarily of long-term development projects that are implemented by local partners. Partners have the primary responsibility to plan, implement, and monitor the projects, which are designed to support their own core businesses.

Partners are local civil society actors such as NGOs, community-based organizations, and women's businesses (e.g. cooperatives and other commercial networks). They are selected in competitive processes based on their organizational capacity and project ideas. The partners in Kenya and Somaliland were selected at the beginning of 2021 (annex 1), while the partners in Ethiopia and Puntland will be selected later during the programme period. The partnerships are evaluated annually, and progress reported in ISF's results matrix for gender mainstreaming, disability inclusion, and meaningful partnerships (annex 4).

ISF selects partners that have their own important function and role in their local societies. The partners are, or are supported to become, experts in their respective fields, and whose capacity will benefit their members and the society at large.

Projects are designed to support long-term development processes. Project planning in Kenya was done in late 2021. In Somaliland, project planning will be done primarily in 2022 and in Puntland in 2023. In Ethiopia, ISF will select local partners and commence project planning as soon as the current situation allows. Each project has its own results matrix, as well as monitoring and reporting requirements, such as monitoring plans, quarterly and annual project reports, evaluations, and annual audits. Detailed project planning instructions and requirements are described in ISF's Project Manual.

ISF works closely with partners to find solutions to local problems in a systemic way. It strengthens partners' capacity to learn and innovate and supports them to mainstream gender equality and women's empowerment in their work. ISF monitors projects closely to ensure that funds are used for their intended purpose and that necessary adjustments are made to address new challenges.

Strengthening partners' capacity is an important part of ISF's work to support local civil societies and, at the same time, to promote the sustainability of the programme. In some projects, especially when the partner is a cooperative, capacity building is the main purpose of the project.

ISF builds partners' capacity through training and facilitating access to advisory services, such as expert and peer advice. In 2022, a comprehensive 4-year regional training plan for ISF staff and partners will be prepared. It will focus on gendered constraints to women's economic empowerment and bodily integrity. Other training topics include project management (monitoring and evaluation, financial management, risk management, reporting) and organizational development

(e.g. fundraising, communications, learning and innovation, prevention of fraud, abuse, and sexual harassment). ISF will partner with other actors in implementing the plan, such as Fingo (digital solutions), UN Women (VAWG prevention), and specialized NGOs with experience on disability inclusion.

ISF also supports partners by facilitating networking, including between livelihood partners and research institutions. The involvement of partners in local, national, regional and, where possible, global discussions will be supported. In Somaliland, partners are supported to participate in the preparation of national development plans. In Kenya, ISF supports cooperation between local partners and county authorities to promote women's rights and equality. ISF also supports sharing of experiences between its partners across programme countries.

ISF's capacity building efforts are not restricted to its own staff and partners. In Somaliland, it builds the capacity of all NAFIS member organizations (currently 20) by supporting training on fundraising, community engagement, advocacy, and data collection.

In addition to the partner projects, some projects are implemented directly by ISF. This modality was first piloted in Kenya for the Muungano Gender Forum during the 2018-2021 programme period and will continue in 2022-2025.

8.3 Human-rights-based approach

ISF's operating model is based on the human-rights based approach (HRBA), which is guided by the central human rights principles of gender equality and non-discrimination, participation and inclusion, and accountability and transparency.

HRBA implies that no harm is caused by ISF. Harm refers to negative consequences in the lives of individuals and organizations, regardless if they participate in programme activities or not, as well as negative impacts on the environment. The **do-no-harm principle** implies that ISF is aware of the harms/risks created by its interventions and that adequate risk mitigation plans are developed.

ISF operationalizes HRBA through policies and guidelines described below. It also sets targets and monitors progress on the key principles of gender equality and disability inclusion (annex 4).

ISF programme is **human rights sensitive** in that central human rights principles guide planning, implementation, and monitoring. Furthermore, negative impacts on human rights are minimized. ISF programme is also **human rights progressive** as it capacitates both rights holders and duty bearers to claim and guarantee for the realization of human rights, particularly women and girls' right to life, liberty and security of person (Universal Declaration of Human Rights §3), right to be free from cruel, inhuman or degrading treatment or punishment (§5), and right to a standard of living adequate for the health

and well-being of her/himself and of her/his family (\$25), and sexual and reproductive rights.

In ISF programme, rights holders are final beneficiaries, such as women whose livelihood resilience improves, and women and girls whose bodily integrity is strengthened. They are active agents to change their own lives as well as their communities. ISF supports their capacity to identify and claim for their rights. ISF also encourages judicial duty bearers (e.g. political leaders, government and local authorities, health, judicial and police officials) and moral duty bearers (opinion leaders e.g. religious and traditional leaders) to respect, protect and enforce human rights. This, together with ISF's efforts to challenge prevailing social norms and other root causes that uphold gendered discrimination and harmful practices makes the programme **human rights transformative**.

Moreover, ISF programme is **gender transformative** in that violations against the rights of women and girls are eradicated by addressing negative gender stereotypes and patriarchal belief systems that uphold rigid gender norms, roles and responsibilities, which in turn subordinate women and expose them to violence and other forms of discrimination. Changes in the very structures that cause and maintain inequality, expand women's ability to make strategic life choices, particularly in contexts where this has been denied.

Gender equality and non-discrimination

All people in ISF programme areas have equal opportunities to be selected as beneficiaries and no one is discriminated based on religion or conviction, political and/or ideological views, gender, age, ethnicity or language, disability, health, sexual or gender identity, or any other personal characteristics. ISF programme targets vulnerable people in programme areas. Final beneficiaries are mostly women and girls in remote rural communities. In Somaliland, beneficiaries are mostly people who are displaced by conflict and/or drought. Prevention of FGM implies working with young girls, who often face discrimination based on both age and gender.

Gender equality is the main objective of the programme and fundamental in its design and expected results (OECD DAC Gender Marker: 2). Gender equality requires that men and women work together as equal agents of change. In all ISF projects, the different needs and opportunities for women and men are considered throughout the project cycle: from the selection of beneficiaries to problem and objective analyses, as well as annual planning, data collection and project evaluations. Data is disaggregated by sex, disability, and age, whenever relevant and possible.

Furthermore, ISF capacitates local partners to mainstream gender equality in their operations, including in projects that are not funded by ISF. This is supported for example through the development of gender equality strategies and policies.

Regarding its own operations, ISF monitors gender distribution among staff, management, and governing bodies (annex 4).

Gender equality and accountability also entail zero tolerance to sexual exploitation and abuse, and sexual and gender-based harassment. All ISF employees and consultants are required to follow related ISF policies. Partners must also adopt these policies or have their own similar ones.

ISF **Policy Against Sexual Exploitation and Abuse** describes how ISF prevents sexual exploitation and abuse, and how it responds if sexual exploitation and abuse occurs. It seeks to ensure that all ISF employees are aware of their responsibilities in preventing sexual exploitation and abuse. It aims to explicitly protect ISF programme beneficiaries from sexual exploitation and abuse by ISF employees and is applicable both within and outside of working hours.

ISF **Policy Against Sexual and Gender-Based Harassment** describes how ISF prevents and responds to sexual and gender-based harassment in the workplace. It seeks to ensure that all individuals working for or with ISF are informed and aware of their responsibilities in preventing sexual and gender-based harassment, and their rights if they would fall victim of such conduct.

Furthermore, ISF has **Ethics and Safety Guidelines** for planning, implementing, monitoring, and evaluating projects that target women and girls in vulnerable positions. These summarize principles, policies, and protocols to protect women and girls from violence, exploitation, abuse and harassment, or threat of it, because of ISF work. They include guidance on how to prevent survivor distress and re-traumatization, backlash and retaliation in interventions targeting women at risk of intimate partner or non-partner sexual violence.

The principle of non-discrimination entails that ISF also considers other dimensions of discrimination. **Disability inclusion** is promoted for example by connecting ISF partners with local disability organizations and by capacitating partners to identify and dismantle barriers of participation for disabled people. Progress on disability inclusion is included in ISF's monitoring table on gender mainstreaming, disability inclusion and meaningful partnerships (annex 4).

Participation and inclusion

ISF has a holistic approach, which means that it addresses subsistence, empowerment, and security rights simultaneously. Given the sensitivity of harmful practices and VAWG, this provides an entry point to the communities in the form of economic empowerment. It also implies that ISF supports several interventions simultaneously in chosen target communities.

The holistic approach implies that both rights holders and duty bearers are addressed. Rights holders are active agents to change their own lives and communities. ISF supports their

capacity to identify and claim for their rights. ISF encourages duty bearers (e.g. political leaders, government and local authorities, health, judicial and police officials) to respect, protect and enforce human rights. Given the sensitivity of addressing harmful practices and violence against women, traditional and religious leaders are engaged to increase the legitimacy of the interventions.

Participation and local ownership are key aspects of ISF's operating model. ISF believes that permanent change can only occur if it starts from oneself. ISF programme interventions are therefore jointly planned, implemented, and monitored with beneficiaries, partners, authorities, and other stakeholders. This allows to address the needs of beneficiaries, particularly vulnerable women and girls, as well as ensures local ownership. Beneficiaries who participate in programme activities are encouraged to disseminate their knowledge further among peers to equip the local civil society with skills to act as active citizens and claim for their rights.

ISF and its partners select beneficiaries inclusively, prioritizing people who have a genuine will to enhance livelihoods and equality in their families and communities. Whenever possible, the selection of beneficiaries considers vulnerability, such as gender, disability, and minority groups. In 2022-2025, ISF will analyse main barriers for participation by different groups, including disabled people. It will also develop its own and partners' skills to analyse barriers for participation.

Accountability and transparency

For ISF, accountability entails shared responsibility in programme planning and implementation. It gives power to beneficiaries, donors, and other actors to hold ISF accountable for its interventions. ISF engages partners, beneficiaries, authorities, and others to guarantee local ownership and minimize risks. During

the programme period 2022-2025, ISF will further improve its accountability mechanisms by developing complaint-handling mechanisms and feedback practices, especially to vulnerable people and marginalized communities.

Accountability includes good governance and effective programme implementation. This includes that partners' performance is closely monitored and their capacity in project management (incl. financial administration and monitoring) actively improved. This is done for example through joint monitoring, verification of project reports, external evaluations, and annual audits.

Good governance also entails zero tolerance to fraud and corruption. ISF's **Anti-Fraud and Anti-Corruption Policy** describes how indications of fraud or corruption are investigated and dealt with. All ISF staff have a responsibility for putting this policy into practice and for reporting any breaches they discover. ISF partners must adopt the policy or have their own similar policy.

Accountability also entails timely and transparent communication about programme achievements and challenges. ISF communicates actively to stakeholders in Finland and programme countries. Annual plans and reports are shared with donors, local authorities, partners and published on ISF website. A gradual transition from Finnish to English key documents and the development of the English website during the 2018-2021 programme period enables more transparent communication in programme countries.

In Finland, private donors and the public are targeted through social media, media outreach efforts, and donor reports and letters. During the programme period, ISF will further develop the transparency and ethics of field trip material collection by capacitating partners and service providers in respectful interviewing, material collection methods and report writing.

9. Results-based management

ISF's results-based management (RBM) system supports the achievement of sustainable high-quality programme results. The theory of change (chapter 4) and results framework (annexes 2-4) are key elements of the system, which covers all phases of the programme and project life cycles, from planning to reporting. The human rights-based approach (chapter 8.3) guides ISF's work and is particularly important for collecting sensitive data on harmful practices and gender-based violence. Comprehensive risk management is another key element of the system. In this chapter, the different elements of the RBM system are briefly described.

9.1 Planning

Programme planning is a comprehensive process that builds on results and lessons from previous programmes. The programme is anchored in the theory of change, which provides a framework for ISF's work. Other key elements in programme planning include the selection of programme countries, analysis of key lessons from previous programmes and external evaluations, and development of the results framework.

Programme planning is an inclusive process in which country offices and other key stakeholders play major roles. Based on the theory of change, each country team prepared its own four-year plan that include target areas within the country, context and problem analyses and actor mapping. Open calls were then published to identify best-fit local partners to implement the country plans. Twelve project ideas were selected in Kenya and Somaliland (annex 1). Detailed project planning was done in Kenya in late 2021 and will commence in Somaliland in January 2022. In Ethiopia and Puntland, the selection of partners will be done later in the programme period.

At the project level, ISF encourages partners to design projects that respond to local needs and support long-term development processes. Project plans include detailed monitoring and risk management plans and emphasize learning and sustainability aspects. Project planning is a thorough process (6-12 months) that is led by partners with close support from ISF. Project beneficiaries and other stakeholders participate actively in the process.

In addition to long-term planning, annual plans are prepared at the programme, country, and project levels. Annual Plans are shared with key stakeholders and published on ISF website.

9.2 Monitoring and evaluation

Monitoring and evaluation is done hand in hand with planning and implementation. It includes observing and reporting on changes in operating environments to respond to new challenges and to take corrective action. It is done e.g. through visits to project sites, verification of project reports, and internal and external evaluations. In addition to programme results and impact, it entails assessing the relevance, coherence, sustainability, and effectiveness of the programme, particularly in the lives of the people that the programme seeks to improve.

Learning is at the heart of monitoring and evaluation in ISF. In 2022-2025, ISF will strengthen its own and partners' capacity to collect and analyse monitoring data and use it for decision-making and advocacy purposes. The use of digital tools (e.g. Ombea digital audio response system) and automation of data management (e.g. PowerBI) will be further developed.

ISF reports on programme results and challenges to key stakeholders, including donors and local authorities. Annual and final programme reports are published on ISF's website. Reporting at the programme level is done primarily against the results framework, but other significant changes are also highlighted. At the country level, country teams report semi-annually and partners quarterly. The quarterly project reports are carefully reviewed and verified by ISF before approval.

Monitoring

Results monitoring at the programme level is done primarily against the **results matrix for the programme goal, outcomes, and outputs** (annex 2). Results are disaggregated by country and gender whenever meaningful. Baselines and targets will be set in 2022 after the finalization of detailed project plans and updated for Ethiopia and Puntland later during the programme period. Progress is monitored and reported annually for most indicators. Biannual monitoring is done if change is expected to happen particularly slowly and/or data collection is more demanding. The matrix also includes the means of verification for each indicator, as well as guidance on the results chain logic.

National Demographic and Health Surveys (DHS) are used in defining indicators and designing data collection tools to enable comparison with national and regional data. For many indicators, data is accrued from composite measures, i.e. indexes with semi-standardized questions. Widely used scales are used, such as the General Self-Efficacy Scale and the Gender-Equitable Men (GEM) Scale.

In addition to the results matrix for programme goal, outcomes, and outputs, ISF has separate results matrices for communication, fundraising, and advocacy (annex 3), and gender mainstreaming, disability inclusion and meaningful partnerships (annex 4). The matrices highlight selected results but do not intend to show all results. Other results will be analysed and described in programme reports and evaluations. Furthermore, ISF monitors and reports on specific indicators to comply with donor requirements, such as the aggregate indicators for Finnish development policy.

Monitoring at the project level is done by ISF and partners. Annual workshops are held to jointly analyse challenges, achievements, and lessons learned, including changes in operating environments and project risks. Each project has its own results matrix that feed into programme results but also include other project-specific results and indicators. They are prepared above all to serve the projects but also to complement programme reporting.

Monitoring violence against women and girls is challenging because of lack of reliable data and underreporting. FGM



The Ombea device is used to collect data. It is simple to use and does not require literacy.
Photo: Mustafa Hassan Abdilahi, Candlelight

prevalence monitoring is even more demanding. Women and girls may not know if and what type of FGM procedure they have undergone, especially if they were cut at an early age. They may also not want to speak about FGM in fear of stigma or criminal sanctions to their parents. The same applies to parents who are asked about their daughters. In both cases, respondents may give socially desirable answers (deny and/or condemn FGM) if that is what they assume the interviewer expects to hear.

To tackle this and fully grasp the social dynamics of FGM, data must be collected on several aspects of FGM. ISF therefore collects FGM data on:

- Prevalence in target communities (by asking parents on the status of their daughters)
- Individual preferences regarding the continuation of the practice (attitudes)
- Beliefs as to whether others are conforming to the practice (empirical expectations)
- Beliefs regarding the social obligation to practise FGM (normative expectations)

Collecting data on sensitive topics, such as FGM and partner violence, also requires strict ethical principles to ensure the safety and anonymity of respondents. ISF has developed its own Ethics and Safety Guidelines for planning, implementing, monitoring, and evaluating projects that target women and girls in vulnerable positions.

Monitoring livelihood resilience is also challenging. Resilience is a comprehensive concept as it refers to the capacity of people and communities to respond to and learn from a range of environmental, social, and economic disturbances, and ability to adapt livelihoods to them. Knowing which components constitute the resilience of a system depends on the scale and nature of the disturbance, context, and target group. This context and scale-specific nature

of resilience makes monitoring challenging, costly and time-consuming.

In recent years, quantitative indicators have been complemented by monitoring subjective resilience, using people's perceptions to quantify resilience to specific disturbances. Subjective evaluation approaches have their shortcomings, most of all they are based on information available at the time to one person and influenced by contextual, self-interest and emotive factors. On the other hand, monitoring subjective resilience helps to identify factors that contribute to resilience and therefore support effective planning of activities.

At the goal level, ISF monitors women's livelihood resilience through changes in individual empowerment (self-efficacy) and in the efficiency of resilience capacities (i.e. resilience response). It does not monitor how improved

resilience contributes to the wellbeing of people. Individual empowerment is key to resilience as women's poor self-image often prevents them from transforming livelihoods. ISF monitors empowerment through changes in self-efficacy, which is the belief of a person in her capability to succeed in specific situations or accomplish a task. It plays a major role in how women approach goals and challenges.

Resilience response at the goal level is monitored with the help of a qualitative and subjective resilience tool, which includes: 1) monitoring the severity of disturbances; 2) self-evaluation of the effectiveness of resilience response to the disturbances and; 3) monitoring strategies that contribute to the positive response. OECD Guidelines on Measuring Subjective Wellbeing and the Most Significant Change technique are utilized to monitor resilience adaptation.

At the outcome and output levels, resilience is monitored through changes in adaptation capacities: human capacity (knowledge, skills, use of time), social capacity (association, access to services and expertise, sphere of influence), and natural, physical and financial capacity (access to assets such as land, equipment and loan services).

Evaluation

ISF regularly evaluates its work both externally and internally. In 2022-2025, it will strengthen its own and partners' capacity to conduct evaluations that focus on learning, such as outcome harvesting or other methods that allow collecting evidence outside pre-defined results and indicators.

Evaluation findings are carefully analysed, follow-up mechanisms established, and findings used in many ways. They support planning and reporting and help to ensure that management is well informed and that decisions are based on evidence. They help to integrate planning, implementation, monitoring and reporting into an ongoing learning cycle. They also support the

development of RBM, risk management, financial management, communications, and fundraising.

Project evaluations are done jointly with partners to ensure local ownership and follow-up. Evaluation reports are shared with key stakeholders, such as donors, local authorities, and other development actors who can benefit from the findings. They are also published on ISF website and shared with beneficiaries whenever useful.

Previous evaluations have guided the preparation of this programme. In 2021, most projects under the 2018–2021 programme were evaluated. A mid-term evaluation was done for the UNTF-funded 3-year project to prevent FGM in Somaliland. A programme evaluation of ISF's operating model, which was postponed from 2020 due to the COVID-19 pandemic, was also done in 2021 and will be finalized by February 2022.

During the 2022–2025 programme period, ISF will conduct mid-term evaluations in 2023–2024 and final evaluations at the end of 2025 in all programme countries. The mid-term evaluations will emphasize learning, while the final evaluations take a deeper look at programme impact and results. A final evaluation of the UNTF-funded FGM project in Somaliland will also be done at the end of 2022. In addition, project-specific evaluations will be done if relevant.

In Finland, ISF will evaluate its brand sentiment and the impact of communications, marketing, and campaigning efforts by participating biannually in the national charity market research and conducting regular market research surveys in target audiences. Regular surveys with donors, and digital media users give insight into the level of commitment and satisfaction of key stakeholders.

9.3 Risk management

The overall purpose of risk management is to identify risks and develop appropriate risk treatment plans to support the achievement of strategic and programme objectives. It is an integral part of planning, implementation, monitoring and reporting at all levels (project, country, and organization). It supports decision-making through timely identification, assessment, and preparation for risks. This is particularly important in high-risk environments, such as ISF's target areas in East Africa.

Risk management tools and practices are systematically developed in ISF. ISF's risk register, risk management plan and risk map (annex 5) are updated annually by the Management Committee, approved by the Board, and published as part of the Annual Report.

The risk register captures key information on identified risks, including risk descriptions and an assessment of their impact and likelihood. The risk mitigation plan includes information on risk treatment and monitoring responsibilities for risks whose impact is assessed as high or extreme.

The risk register includes two types of risks. The first type affects ISF as an organization or its operations. The second type are

risks arising because of ISF operations (i.e. risks caused by ISF). ISF's Ethics and Safety Guidelines for projects that target women and girls in vulnerable positions describes how ISF seeks to do no harm by mitigating the latter type of risks. The risk register also captures audit observations and theory of change assumptions. ISF's policies on fraud and corruption, sexual exploitation and abuse, sexual and gender-based harassment, and staff security are also central to the organization's risk management system.

9.4 Programme sustainability

ISF promotes sustainability through a systemic approach that includes multi-stakeholder cooperation and an active involvement of beneficiaries, local authorities and other actors throughout the programme and project life cycles. Sustainability is achieved through development processes that produce real benefits. Local ownership is a key element of sustainability, which is promoted through interventions that are based on local priorities. At the project level, sustainability is promoted from the outset through detailed background studies, such as problem analysis, stakeholder mapping, gender and climate analysis and risk assessments.

Cultural and social sustainability

In ISF programme areas, women face gender-based constraints that limit livelihood opportunities and expose them to violence. Socially constructed norms that emanate from negative stereotypes about women and patriarchal interpretations of prevailing ideologies are root causes to these constraints. ISF seeks to change these cultural norms and practices to pave the way for sustainable change in attitudes and behaviours.

Cultural and social sustainability is promoted by implementing the programme, particularly on sensitive topics such as FGM, through implementing partners that are valued locally. Furthermore, ISF mobilizes local opinion leaders (e.g. religious and traditional leaders, elders, teachers, journalists) that have authority to challenge traditional practices and religious or cultural interpretations. It also promotes dialogue between spouses to aspire change in women's access to and control over tangible (e.g. land, property, business profits) and intangible (e.g. time and skills) livelihood resources. It also promotes culture-sensitive dialogue to mitigate the risk of negative consequences (e.g. domestic conflict) from challenging prevailing gender roles and norms.

Empowered women have the ability and courage to challenge rigid gender norms, demand equitable relationships, oppose harmful practices, and become role models. ISF supports women's empowerment through skills development, solidarity with other women, participation in joint development processes and public dialogue. In addition, ISF disseminates information on laws, referral mechanisms, victim support services and negative effects of harmful practices.

According to ISF experience, combining women's livelihood and bodily integrity increases sustainability. For example, when women's productive activities improve the wellbeing of the family,

spouses find it easier to accept change in traditional gender roles. Similarly, women's improved livelihood decreases their dependence on violent partnerships. Economically viable women also serve as role models, decreasing the need for harmful practices such as FGM, carried out to safeguard women's marriageability.

Institutional and economic sustainability

ISF promotes institutional sustainability by supporting capacity building of local implementing partners and other stakeholders, such as value chain actors and public institutions. This improves the capacity of local organizations to achieve change in their respective societies after the projects end. In Somaliland, for example, ISF promotes institutional capacity development of NAFIS and its member organizations through training and assistance on fundraising, community engagement, advocacy and data collection and analysis.

Sustainability is promoted by supporting local actors to fulfil their own specific core mandates and strategic objectives. In livelihood work, private sector actors are chosen as implementing partners (if possible) and the development processes are designed to support their core businesses.

To enhance institutional and economic sustainability of women's businesses, ISF strengthens their leadership and operational capacity. This includes facilitating networking and peer services through training, advice, and mentoring. Women and their businesses are supported to cooperate with service providers, experts, and other value chain actors, such as retailers, buyers, input providers and regulatory agencies. ISF supports multi-stakeholder dialogue for information sharing and innovation under local structures, such as universities and local government programmes. When local suppliers are lacking or weak, ISF strengthens missing links in value chains. It also supports women's own saving and loan mechanisms and capacitates them in investment planning.

Supporting local governments to improve decision making and service delivery is a key element of ISF's sustainability strategy. It sensitizes and capacitates local duty bearers (e.g. policy makers and authorities) to invest in women's safety and livelihoods. This is done by collecting and sharing information that supports knowledge-based decision making, and by promoting inter-institutional dialogue on gender issues between judicial and moral duty bearers, women's groups, and other actors. In all target countries, activities are planned together with authorities to ensure buy-in and coordination with other interventions.

Climate and environmental sustainability

Climate and environmental sustainability are promoted by assessing climate risks and their impact on women's livelihood and safety. Furthermore, livelihood options and practices that significantly increase emissions (e.g. energy source, overgrazing) are identified and replaced with low emission options. ISF does not support livelihoods that significantly affect carbon sinks and

biodiversity, such as charcoal production or wood industry with poor forest management.

Multi-stakeholder cooperation also improves climate sustainability as experts, local government actors, women and their communities can discuss climate challenges and develop innovative solutions. This improves women's livelihood planning and leads to better services. It also contributes to climate smart low emission resource utilization and investments.

9.5 Financial control

ISF's financial management is organized to ensure that programme funds are used for their intended purpose and managed responsibly both within ISF and by implementing partners. It is organized to comply with national legislation, ISF rules and regulations, and donor requirements.

ISF's financial management principles and division of responsibilities are described in detail in the following documents:

- The Administrative and Financial Regulations describe how financial management and administration is organized in ISF, and related main principles.
- The Delegation of Authorities Policy defines the delegation of responsibilities and authorities in financial and administrative management in ISF, such as approval of budgets, financial reports, and procurements.
- The Procurement Policy describes how purchases are managed in ISF. It applies to ISF's implementing partners.
- Through the Anti-Fraud and Anti-Corruption Policy, ISF adopts the highest possible standards of transparency and accountability, including zero tolerance to fraud and corruption. The Policy describes how indications of fraud or corruption are investigated and dealt with. ISF partners must adopt or have their own similar policies.

ISF's local partners prepare annual and quarterly budgets and financial reports. The reports are verified, certified, and approved by ISF as per the Delegations of Authorities Policy. Financial instalments to partners are made quarterly once the financial reports have been approved. External audits are conducted annually both for partners and ISF. Audit recommendations are systematically monitored until they are fully implemented. ISF cooperates closely with its local partners to build their financial management capacity in budgeting, accounting, financial reporting, and internal controls.

ISF will further develop its own internal verification and approval procedures for project financial reports. It is also renewing financial reporting guidelines for partners and introducing a cloud service for collecting supporting documents. It will also implement a new online based accounting system in programme countries to standardize and improve the accounting practices among field operations.

10. Human resources

ISF headquarters is based in Helsinki, Finland. In East Africa, it has offices in Nairobi and Kisii in Kenya, and in Hargeisa and Burao in Somaliland. In 2022, it will establish offices in Addis Ababa and in the Somali region in Ethiopia, and a liaison office in Garowe, Puntland.

ISF is standardizing its field structure for the programme period 2022–2025 (annex 6). Each country operation is led by a Country Director who is responsible for the planning and implementation of country programmes, reporting directly to the Programme Director in Finland. The standardized field structure includes two thematic resources specialized in GBV and women's livelihoods, who are responsible for project monitoring and programme development at the country level, and one resource specialized in financial management.

In Kenya, ISF has an expatriate Country Director based in Nairobi. In addition to the standard team structure, the Kenya Team includes a three-person project team for the Muungano Gender Forum in Kisii. The country team also includes a Partnerships and Innovation Adviser in Nairobi. This position is part of Fingo's Powerbank project and hosted by ISF.

In Puntland, ISF will recruit a Field Coordinator in 2023 to coordinate its operations and liaise with local authorities. The person will be based in Garowe and report to the Country Director in Somaliland. The Somaliland Team also includes an Adviser on Gender Equality and Women's Empowerment until December 2022 (UNTF funded fixed-term position).

In Ethiopia, ISF will recruit local staff according to the standardized field structure once it can start operations in the country..

In Helsinki, the Executive Director is responsible for the overall management of ISF operations and finances. The Programme Director is responsible for leading the development cooperation programme and overseeing field operations.. The Programme Team includes a Programme Manager for Planning, Monitoring, Evaluation and Learning (PMEL), who supervises two Senior Advisers on GBV and Livelihoods. The GBV Adviser will be based in East Africa as of 2022.

The Finance and Administration Manager is responsible for overall financial administration, planning and reporting, including human resources administration. 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 for the 2022–2025 programme by establishing country-specific financial 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 oversees ISF's communication, global education, and volunteer action, and supervises a Communications Adviser in Helsinki. The Communications Manager also supervises university students that are contracted as trainees to support the team.

Outside of the ISF programme budget, the Fundraising Manager oversees individual fundraising and campaigning in Finland. She supervises the Marketing Adviser, responsible for 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.

11. Administration

ISF's governing structure consists of the Delegation (trustees), the Board and the Executive Director. The Executive Director is supported by the Management Committee, consisting of Helsinki-based Directors and Managers.

The Delegation assembles twice a year for the statutory spring and autumn meetings to appoint Board members and ISF auditors. It has 12 members and 12 vice members. One third of the members are rotated annually.

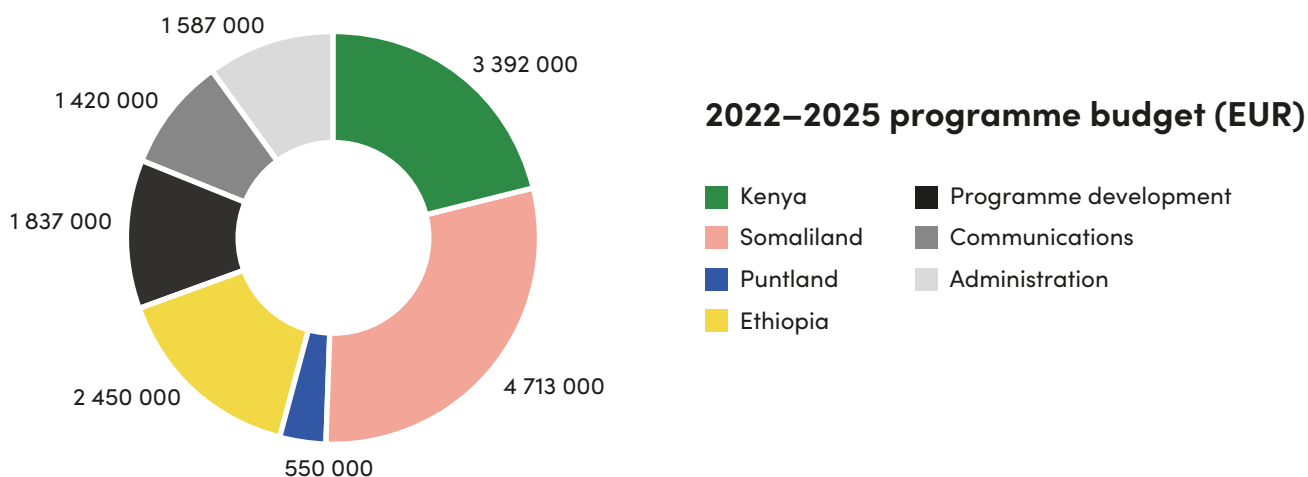
The Board oversees the execution of ISF's operations and resources. It approves ISF's statutes, rules, regulations, and

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 approximately ten times per year. In addition to the chairperson and vice chairperson, it has eight members. One third of the members are rotated every year. The Board self-evaluates its work annually, as well as the operational management of ISF.

12. Funding and financial requirements

Figure 9 Programme budget by country and budget category



12.1 Financial requirements

The revised 4-year programme budget is 15,9 million euros (see annex 7). The annual budget starts at 3.5 million in 2022 and grows gradually to 4.4 million in 2025. Figure 9 shows how the budget is divided by countries and main functions.

70% of the budget is devoted to field operations. Somaliland continues to be the largest operation followed by Kenya, Ethiopia, and Puntland. 69% of the field budget is for Least Developed Countries (LDCs). The administrative budget is 10% of the total programme budget and includes staff costs (Executive Director and finance staff), office premises in Finland, IT-systems, and other administrative costs.

Total staff costs are 3.5 million euros (22% of total budget), consisting of locally recruited staff (1 065 000 euros) and Finnish staff (2 448 000 euros, including one expatriate staff in Kenya).

The following criteria have been used to guide planning and budgeting for the 2022–2025 programme: 1) field budget should be 70% of total budget; 2) LDC countries must be at least two thirds of field budget; 3) project budgets in programme countries must be at least 70% of country budgets; 4) administrative budget in Finland cannot exceed 10% of total budget; 5) locally recruited field staff must represent at least half of total personnel count; and 6) personnel costs in projects should not exceed 25% of project budget.

Table 2 Programme staff costs (EUR)

	2022	% of budget	2023	% of budget	2024	% of budget	2025	% of budget	Total	% of budget
Staff costs in Finland and expatriates*	600 000	16%	612 000	16%	612 000	15%	624 000	14%	2 448 000	15%
Local staff Kenya**	49 000		50 000		50 000		51 000		200 000	
Local staff Somaliland	104 000		85 000		85 000		87 000		361 000	
Local staff Puntland			15 000		15 000		15 000		45 000	
Local staff Ethiopia***	42 000		85 000		85 000		87 000		299 000	
Local staff regional****	39 000		40 000		40 000		41 000		160 000	
Sub-total local staff	234 000	7 %	275 000	6%	275 000	7%	281 000	6%	1 065 000	7%
TOTAL STAFF COSTS	834 000	24 %	887 000	23%	887 000	21%	905 000	21%	3 513 000	22%

* Includes social security charges and other labour costs in Finland.

** Includes one regional position.

*** Costs for 2022 are based on the assumption that ISF can start operations in July 2022.

**** Budgeted under Programme Development.

Table 3 Programme funding (EUR)

Funding source	2022	% of total	2023	% of total	2024	% of total	2025	% of total	Total	% of total
MFA	2 700 000	78 %	2 600 000	67 %	2 650 000	63 %	2 650 000	61 %	10 600 000	66 %
UNTF	347 000	10 %							347 000	2 %
Other institutional donors	66 000	2 %	350 000	9 %	350 000	8 %	350 000	8 %	1 116 000	7 %
Monthly donations	682 000		850 000		970 000		1 100 000		3 602 000	
One-time donations	315 000		340 000		360 000		390 000		1 405 000	
Red Nose Day	200 000		180 000		180 000		180 000		740 000	
Companies and large donations	15 000		40 000		60 000		70 000		185 000	
Private sector fundraising costs	(497 000)		(550 000)		(500 000)		(500 000)		(2 047 000)	
Sub-total private sector	715 000	21 %	860 000	22 %	1 070 000	25 %	1 240 000	28 %	3 885 000	24 %
TOTAL	3 828 000	110 %	3 810 000	98 %	4 070 000	96 %	4 240 000	97 %	15 948 000	100 %

12.2 Programme funding

To fund the programme, ISF has received 10,6 million from the Ministry for Foreign Affairs in Finland. The remaining 5,3 million will be funded through private sector contributions (3,9 million) and other institutional donors (1,5 million), as shown in the table and figure.

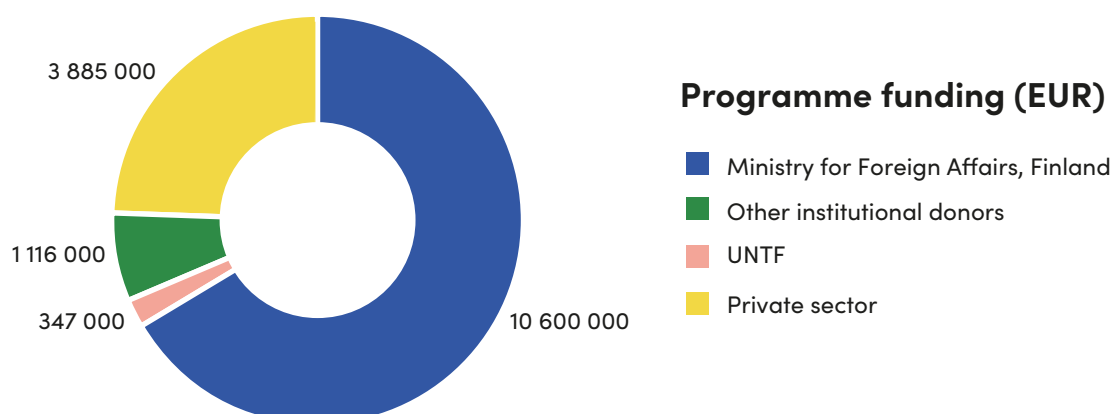
ISF seeks to establish itself as a top-of-the-mind expert organization in Finland with a growing and dedicated private donor base. This is done by offering solutions and engagement opportunities that resonate with existing and potential donors. To succeed, ISF will continue to build significant growth in brand awareness among target audiences.

The private sector revenue forecast for 2022–2025 reflects previous performance and donor base growth expectations from renewed fundraising channels and means, but also takes into account the effects of covid-19 in donor behaviour, donor retention and potential donors' willingness to donate in the near future. Continuous learning and analysis will help to better identify target audiences for efficient marketing and campaigning. By investing in donor

care, stand-out donation products (including major and corporate donation models), and multichannel donation options, ISF seeks to secure a committed donor base. The recruitment of new monthly donors continues to be a priority, as well as cultivating relations with existing donors. In addition to F2F monthly donor acquisition, ISF will develop new digital fundraising platforms. Private fundraising gross revenue growth is expected at approx. 12% per fiscal year, resulting in gross revenue of 1,74 MEUR in FY 2025 (see annex 3).

Other institutional funds include secured funds for 2022 (413 000 euros) from the UN Trust Fund to End Violence against Women and Fingo. It also includes an estimate (350 000 euros per year) of other institutional funds for the subsequent three years of the programme period. To succeed in institutional fundraising, ISF is improving relations with current and potential donors in East Africa, including local EU delegations and relevant UN agencies (UN Women, UNFPA and UNICEF). It will also cooperate closely with the Ministry for Foreign Affairs in Helsinki, and the Finnish embassies in Nairobi and Addis Ababa.

Figure 10 Programme funding by source of income



Glossary

Adaptation capacity is the capacity to make intentional incremental adjustments in anticipation of or in response to change, in ways that create more flexibility in the future.

Child marriage is the marriage of a girl or boy before the age of 18 and refers to both formal marriages and informal unions (see also early marriage).⁵⁰

Climate smart agriculture is an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. Climate smart agriculture aims to tackle three main objectives: sustainably increasing productivity and incomes; building resilience to climate change; and reducing and/or removing greenhouse gas emissions. For ISF, climate smart agriculture includes agroecological farming methods, e.g. to improve resource efficiency, building soil and animal health, enhancing biodiversity, fostering positive synergies and economic diversification.

Community is understood as a geographically restricted unit, e.g. a village, where the activities take place and aim to achieve change in awareness, attitudes, and behaviour.

Early marriage and child marriage largely refer to the same thing: marriages in which one or both spouses are under 18 years old. Early marriage is often used when it is a marriage before the legal minimum age of marriage in a country. It is also sometimes used, however, to describe marriages in which one or both spouses are 18 years or older, but with a compromised ability to grant consent. For example, the marriage of a 19-year-old who is not physically or emotionally mature, or who does not have sufficient information about her choices, would be considered an early marriage.⁵¹

Empowerment refers to a process in which people expand their ability to make strategic life choices, particularly in contexts where this ability has been denied from them. The ability to exercise choice encompasses three dimensions: access and future claims for resources, agency (decision-making, negotiation), and achievements. Important psychological factors of empowerment include sense of self-respect, self-efficacy, and awareness of rights as well as acting collectively towards shared interests.

Farm system is the natural, social, and economic system of an individual farm.

Farming system is a population of individual farm systems that have broadly similar resource bases, enterprise patterns, household livelihoods and constraints, and for which similar development strategies and interventions would be appropriate.

Female genital mutilation (FGM)—also referred to as female genital cutting (FGC) or female circumcision—comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. The practice is mostly carried out by traditional circumcisers, who often play other central roles in communities, such as attending childbirths. In many settings, health care providers perform FGM due to the belief that the procedure is safer when medicalized. FGM is recognized internationally as a violation of the human rights of girls and women. It reflects deep-rooted inequality between the sexes and constitutes an extreme form of discrimination against women. It is nearly always carried out on minors and is a violation of the rights of children. The practice also violates the right to health, security and physical integrity, the right to be free from torture and cruel, inhuman, or degrading treatment, and the right to life when the procedure results in death.⁵²

Forced marriage is one in which one or both spouses do not give full, free, informed, prior consent, regardless of age. Forced marriage can also refer to a union in which one or both spouses are unable to end or leave the marriage. Because in most countries children are not considered able to give legal consent, child marriages are sometimes considered forced marriages.⁵³

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are considered, recognizing the diversity of different groups of women and men.⁵⁴

Gender power relations have to do with the ways in which a culture or society defines rights, responsibilities and the identities of women, men, girls, and boys in relation to one another. Gender relations refer to the balance of power between women and men or girls and boys.⁵⁵

Gender norms are the accepted attributes and characteristics of male and female gendered identity at a particular point in time for a specific society or community. They are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture, and community at that point in time. Gender norms are ideas about how women, men, girls, and boys should be and act. Internalized early in life, gender norms can establish a life cycle of gender socialization and stereotyping.⁵⁶

Gender roles refer to social and behavioural norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. These often determine the traditional responsibilities and tasks assigned to men, women, boys, and girls. Gender-specific roles are often conditioned by household structure, access to resources, specific impacts of the global economy, conflict or disaster, and other locally relevant factors. Like gender itself, gender roles can evolve over time, through the empowerment of women and the transformation of masculinities.⁵⁷

Gender transformation means sustained changes in gender discriminatory norms at the individual, relational and institutional levels. It aims to promote gender equality—the shared control of resources and decision-making—and women’s empowerment, and to make both central to a programme or intervention. Gender transformation actively examines, questions, and changes rigid gender norms and imbalances of power. It aspires to tackle the root causes of gender inequality and reshape unequal power relations.⁵⁸

Gendered constraints are restrictions on men’s/women’s access to resources or opportunities that are based on their gender roles or responsibilities.⁵⁹

Intimate partner violence (used interchangeably with partner violence and spousal violence) includes any behaviour by a man or a woman, or a boy or a girl, within an intimate relationship, that causes physical, sexual or psychological harm to the other person in the relationship. This is the most common form of violence against women. Intimate partner violence may sometimes be referred to as ‘domestic violence’ or ‘family violence’, although these terms also encompass violence by and against other family members.⁶⁰

Recovery or coping capacity is the capacity to take intentional protective action and to cope with known shocks and stress.⁶¹

Resilience is the capacity to respond, recover and learn from hardships, and ability to adapt livelihood patterns in the unknown future.

Self-efficacy consists of people’s beliefs about their capabilities to succeed in specific situations or accomplish a task. One’s sense of self-efficacy play a major role in how one approaches goals, tasks, and challenges. Successes and failures are closely related to the ways in which people have learned to view themselves and their relationships with others. Social-cognitive theory describes self-concept that directs sense of self-efficacy as learned (i.e., not present at birth) and dynamic (i.e., ever-changing).⁶²

Social norms are the informal rules and beliefs that are widely shared across a society. Norms govern the behaviour of individuals and groups, and therefore greatly influence the socialization of children. Norms are not the same as behaviours or practices, rather norms inform the understanding of how people can and should behave, and what practices they can and should engage in. Social norms are informal, deeply entrenched and widely held beliefs based on social roles and expectations that govern human behaviours and practices within a reference group or network. Compliance is usually accompanied by social rewards for those who adhere to them and sanctions are meted out to those who do not.⁶³

Social status is based on cultural beliefs that shape ideas about appropriate roles and responsibilities for men and women, determine distribution of power, resources, and mobility.

Value chain refers to the full lifecycle of a product or process, including material sourcing, production, consumption, and disposal/recycling processes. Value chains describe the full sequence of activities (functions) required to bring a product or service from conception, through intermediary of production, transformation, marketing, and delivery to final consumers.

Violence against women and girls (VAWG) means any act of gender-based violence against women or girls that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or in private life. As women and girls are at the focus of ISF work, ISF prefers to use ‘violence against women and girls’ (VAWG) instead of sexual and gender-based violence (SGBV), which occurs against women *or men* precisely because of their gender.

Wellbeing is understood as combination of quality of life and material conditions. According to OECD’s measuring of wellbeing, quality of life includes subjective wellbeing, health status, work-life balance, education and skills, social connections, civic engagement and governance, environmental quality, and personal security. Material conditions cover income and wealth (entrepreneurship), jobs and earnings and housing.⁶⁴

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ANNEX 1:

List of projects & beneficiaries 2022–25

Projects				
			female	
Project area	Initial project name	Partner organisation	minor	adult
KENYA			4 000	8 030
Kisii and Nyamira	Muungano Gender Forum	Direct implementation (ISF)	220	5 079
Kisii	Shielding women and girls' rights	Centre for Community Mobilisation and Empowerment (CECOME)	675	479
Kisii	Improvement of BWCBO women farmer's livelihood resilience	Bosinya Women's Community-based Organization (BWCBO)	100	404
Kisii	Solid waste management for income generation, safe and healthy trading areas*****	Esango Youth Group		120
Nyamira	Women & girls' prosperity (Nawiri Mama/ Msichana)	Manga Heart Orphan Care	500	209
Nyamira	Building capacities of NNWS women farmers for sustainable livelihoods	Nyamira North Women Savings and Credit Cooperative (NNWS)		349
SOMALILAND			800	17 700
National	Community-driven FGM abandonment and women empowerment in Somaliland	NAFIS & Candlelight (2020–2022)		2 400
National	Accelerating efforts to combat FGM/C and early marriage in Somaliland	Network against FGM in Somaliland (NAFIS)	800	1 800
Togdheer, Sanaag and Sahil	Promoting zero tolerance to GBV, FGM and gender inequalities in Somaliland	Somaliland Youth PEER Education Network (Y-PEER)		5 000
Sanaag (Erigaavo) and Togdheer (Burao)	Entrenching community mechanisms to mitigate the prevalence of SGBV/FGM	Somaliland Youth Development and Voluntary Organization (SOYDAVO)		4 000
Sanaag (Erigaavo) and Togdheer (Burao)	Strengthening rural women's livelihood for sustainable economic development	Agriculture Development Organization (ADO)		300
Togdheer (Burao)	Prevention of SGBV/FGM through improved economic status of vulnerable women	Taakulo Somaliland Community		1 200
Togdheer	Reducing all forms of SGBV	Barwaaqo Voluntary Organization (BVO)		2 700
Sanaag (Erigaavo and El-afwayn)	Community-led empowerment and social change	Candlelight for Health, Environment and Education		300
TOTAL NUMBER OF BENEFICIARIES *			4 800	25 730

* Number of beneficiaries are based on finalized project plans (Kenya) and initial project ideas (Somaliland). Projects and beneficiary numbers for Ethiopia and Puntland will be added after the selection of partners.

** Direct beneficiaries are often, but not always, also final programme beneficiaries. See programme document for definition of the terms.

*** For most projects, the number of final beneficiaries includes children of direct beneficiaries (for VAWG projects, only girls are counted as beneficiaries). The numbers are based on total fertility rates (Somaliland DHS 2020 and Kenya DHS 2014/rural areas) and rounded down to 5 in Somaliland and 4 in Kenya. It is assumed that 50% of children are of both sexes. Children are counted for one of the parents as it is assumed that direct male and female beneficiaries are from the same households.

**** Number of people with disabilities (PWD) will be estimated during project planning in early 2022.

***** Project starts in 2024.

Estimated number of beneficiaries*										
Direct beneficiaries**					Final beneficiaries***					
male		Total	% female	PWD ****	female		male		Total	% female
minor	adult				minor	adult	minor	adult		
2 000	6 170	20 200	60%		34 060	16 030	2 060	170	52 320	96%
220	2 618	8 137	65 %	328	10 220	7 697			17 917	100 %
135	478	1 767	65 %	21	3 720	2 635			6 355	100 %
100	373	977	52 %	15	708	304	708	304	2 024	50 %
	30	150	80%		240	120	240	30	630	57%
500	163	1 372	52 %	54	6 742	2 406			9 148	100 %
	101	450	78 %	44	3 080	1 540	3 080	680	8 380	55 %
800	11 355	30 655	60%		77 560	40 500	1 500	500	120 060	98%
	1 055	3 455	69%		11 260	13 500			24 760	100%
800	800	4 200	62%		12 600				12 600	100%
	5 000	10 000	50%		30 000	10 000			40 000	100%
	2 000	6 000	67%		18 000	6 000			24 000	100%
	300	600	50%		750	300	750	300	2 100	50%
	200	1 400	86%		4 200	1 400			5 600	100%
	1 800	4 500	60%			9 000			9 000	100%
	200	500	60%		750	300	750	200	2 000	53%
2 800	17 525	50 855	60%		111 620	56 530	3 560	670	172 380	97,5 %

ANNEX 2:

Results matrix for programme goal, outcomes and outputs

INDICATORS	DISAGGREGATION	Baseline 2022	Target 2025	MEANS OF VERIFICATION
GOAL: Women and girls' bodily integrity and livelihood resilience has strengthened in ISF programme areas				
% targeted parents with knowledge and attitudes supportive of abandoning FGM	By country and gender	TBD in 2022	100%	Survey using OMBEA (index 1[i]), annually
% daughters aged 0-14 to targeted parents who have undergone FGM	By country[iii]	TBD in 2022	TBD in 2022	Survey with individual face-to-face interviews; questions aligned with DHS (ever-married women's survey/FGM section), biannually
% targeted women who have experienced partner violence often or sometimes in past 12 months	By country	TBD in 2022	TBD in 2022	Survey with individual face-to-face interviews; questions aligned with DHS (ever-married women's survey/GBV section), biannually
Positive change in women's resilience response to shocks and stressors	By country	TBD in 2022	n.a.	Individual face-to-face interviews, self-reported qualitative evaluation of resilience response and the most significant reasons for positive adaptation, annually
Change in targeted women's self-efficacy	By country	TBD in 2022	TBD in 2022	Survey with individual face-to-face interviews; questions aligned with General Self-Efficacy Scale, annually
OUTCOME: Judicial and moral duty bearers take actions to mitigate VAWG				
Laws, guidelines and action plans on VAWG mitigation prepared by government actors in past 12 months	By country	n.a.	n.a.	Monitoring reports
Nr of target villages where collective public declarations to abandon FGM has been made (cumulative)	By country	TBD in 2022	TBD in 2022	Monitoring reports
Perceptions of parents in target communities on the engagement of duty bearers in mitigating VAWG	By country	n.a.	n.a.	Survey using OMBEA (index 2)
Output: Judicial and moral duty bearers have knowledge and attitudes to mitigate VAWG				
% targeted judicial duty bearers with knowledge and attitudes supportive of mitigating VAWG	By country and gender	TBD in 2022	100%	Pre- and post-training test using OMBEA (index 3)
% targeted moral duty bearers with knowledge and attitudes supportive of speaking out against VAWG	By country and gender	TBD in 2022	100%	Pre- and post-training test using OMBEA (index 3)
OUTCOME: Women and girls collectively claim their rights				
Initiatives (e.g. campaigns, statements) by supported women/girl groups (e.g. SHG, girls' clubs, SACCO, WRO) in past 12 months	By country	n.a.	n.a.	Monitoring reports
% targeted women who have reported to police if they have experienced violence	By country	TBD in 2022	100%	Survey with individual face-to-face interviews; questions aligned with DHS (ever-married women's survey/GBV section)
Output: Women and girls have knowledge and means to collectively claim their rights				
Supported platforms/forums (e.g. MGF, CMC, ARP) to discuss the rights of women and girls	By country	n.a.	n.a.	Monitoring reports
Nr of women and girls who participate in platforms/forums (see above) in past 12 months	By country and age	n.a.	TBD in 2022	Monitoring reports
% women and girls participating in platforms/forums (see above) with knowledge on their legal and human rights	By country and age	TBD in 2022	TBD in 2022	Pre- and post-training test using OMBEA (index 4)
OUTCOME: Women's sphere of influence has expanded				
Perceptions of women on their opportunities to generate income	By country	n.a.	n.a.	Individual face-to-face interviews (+FGDs)
Perceptions of women on their opportunities to affect family decisions (e.g. expenditure)	By country	n.a.	n.a.	Individual face-to-face interviews (+FGDs), questions aligned with DHS Kenya (participation in HH decisions)
Perceptions of women on their opportunities to participate in community development	By country	n.a.	n.a.	Individual face-to-face interviews (+FGDs)

Output: Women and men have attitudes supportive of women's rights				
% targeted wo/men with attitudes supportive of women's economic and public role	By country and gender	TBD in 2022	TBD in 2022	Survey using OMBEA (index 5), questions aligned with Gender Equitable Men (GEM) scale
% of targeted wo/men with attitudes supportive of abandoning partner violence	By country and gender	TBD in 2022	TBD in 2022	Survey using OMBEA (index 6)
Nr of male participants in groups, networks, or forums promoting women's rights	By country	n.a.	TBD in 2022	Monitoring reports
OUTCOME: Women benefit from services and networks that support livelihood reform				
Yearly value of gross sales in supported value chains	By country	TBD in 2022	TBD in 2022	Beneficiaries' records or face-to-face interviews, cooperative records
Gross income levels	By country and gender	TBD in 2022	TBD in 2022	Beneficiaries' records or face-to-face interviews
% of targeted women who have permanent access to professional development and innovation services	By country	TBD in 2022	TBD in 2022	Monitoring reports and verification interviews (face-to-face or OMBEA)
Output: Women have improved access to skills development and innovation services				
Nr of peer advisers who give training and advice	By country and gender	TBD in 2022	TBD in 2022	Monitoring reports, partner records
Nr of women who participate in development and innovation processes	By country	n.a.	TBD in 2022	Monitoring reports, partner records
Output: Women have improved access to finance and markets				
% of targeted women who purchased livelihood assets using savings or loan in past 12 months (and average amount)	By country	TBD in 2022	n.a.	Face-to-face interviews
% of targeted women whose access to productive inputs is improved	By country	n.a.	TBD in 2022	Monitoring reports, interviews (face-to-face or OMBEA)
OUTCOME: Improved capacity of farm systems to mitigate and adapt to climate change				
% of agricultural and grazing land affected by soil erosion	By country and project	TBD in 2022	TBD in 2022	Observation (using remote sensing methods if possible), household interviews
% of farmed animals that died in past 12 months	By country and project	n.a.	n.a.	Household or individual interviews
% crop loss in past 12 months (reference value expected harvest target)	By country	n.a.	n.a.	Household or individual interviews
Output: Women and men apply climate smart technologies and practices				
% of beneficiaries that have water for agropastoral purposes during all months in the past year	By country and gender	TBD in 2022	TBD in 2022	Monitoring reports, household or individual interviews
Size of areas (ha) using soil conservation methods as a result of ISF programme	By country	n.a.	TBD in 2022	Monitoring reports, observation
% of targeted farmers who use weather and climate information services in past 12 months	By country and gender	TBD in 2022	TBD in 2022	Interviews (OMBEA or face-to-face)
Nr of beneficiary households using low emission energy sources	By country	TBD in 2022	TBD in 2022	Interviews (OMBEA or face-to-face)

Results chain logic:

	Goal	Outcome	Output
What level on chain of results?	Highest result that the programme aims to achieve	Intermediate result	Immediate result
What kind of changes typically occur?	Examples: changes in safety, well-being, quality of life, resilience response, agency and empowerment of women and girls	Examples: changes in attitude, behavior of individuals; capacity, resources, and responses of institutions or systems; laws or policies; improvement in resilience capacities.	Examples: changes in and application of knowledge, skills, resources (e.g. institutional), and products.
How does it relate to rest of the chain of results?	Results from outcomes + other external factors + contribution from other initiatives. Contributes to higher goal at national and global levels	Results from outputs. Contributes to programme goal	Results from activities. Contributes to outcome
Reflects efforts of:	Programme + other actors and external factors in society	Programme + other specific partners and initiatives	Programme has direct control over delivery of outputs
Timeframe of achievement?	Some measurable progress should be feasible by programme end (ca 4 years) if expected outcomes are achieved, although programme may contribute to long term change that continues after programme ends	By programme end (or during implementation)	By the end or shortly after activities are completed (during implementation)

[i] Detailed index questions are included in ISF programme manual.

[ii] In Somaliland and Puntland reporting also by FGM type. Challenges in monitoring FGM prevalence are described in Chapter 9.2 in ISF Development Programme 2022-25.

ANNEX 3:

Results matrix for communication, advocacy, and fundraising in Finland

RESULTS AND INDICATORS	DISAGGREGATION	Baseline 2022	Target 2025	MEANS OF VERIFICATION
ISF is a top-of-mind expert organisation that generates participation and has a growing private donor base				
% mention ISF as top-of-mind related to ending female genital mutilation		TBD in 2022		Taloustutkimus survey
% average annual private fundraising growth		TBD in 2022	15% annual growth	
Brand and cause awareness increases				
% brand awareness in target audiences		TBD in 2022	TBD in 2022	Taloustutkimus survey
% relevant stakeholders (donors, followers, volunteers) who report increased understanding of FGM and women's and girls' rights		TBD in 2022	TBD in 2022	Own survey
Earned media (social media and media) reach annually		TBD in 2022	TBD in 2022	Meltwater
% unique website visitor growth		TBD in 2022	TBD in 2022	Google Analytics
Owned social media posts average reach in select channels	Facebook	TBD in 2022	TBD in 2022	Social media monitoring
Marketing cost per action (CPA)	Brand awareness Donation / Ask	TBD in 2022	TBD in 2022	Google Analytics
Willingness to act and participate in women's and girls' rights issues increases				
% engagement rate average in social media post across platforms	Facebook, Instagram, Twitter & Other	TBD in 2022	TBD in 2022	Social media monitoring
% donors / potential donors who would recommend donating		TBD in 2022	NPS 8-10	Net Promoter Score
No. of private donors	One-time Monthly	TBD in 2022	TBD in 2022	CRM analysis
% customer base growth (leads, donors, newsletter subscribers)		TBD in 2022	TBD in 2022	CRM analysis
Social media influencer interest in solving global women's and girls' rights issues		TBD in 2022	TBD in 2022	willingness to participate in causes on a scale of 1-5 = 90% answers 4-5 (survey)
Total private fundraising annual value (gross revenue) is min. 1,8 MEUR by end of 2025				
Monthly private donor value		n.a.	1 194 000 EUR	Financial data
One-time donor value		n.a.	389 000 EUR	Financial data
Major and/or corporate donor value		n.a.	70 000 EUR	Financial data
Red Nose Day		n.a.	160 000 EUR	Financial data
ISF is an active partner in relevant political campaigns and advocacy networks				
Relevance of political campaigns and advocacy networks in Finland where ISF participates		TBD in 2022	TBD in 2022	Qualitative self-assessment by thematic advisers
No. of expert statements, comments, and public speeches in Finland		TBD in 2022	TBD in 2022	Self-reporting

ANNEX 4:

Results matrix for gender mainstreaming, disability inclusion, and meaningful partnership

INDICATORS	STATUS DEC2020	BASELINE	TARGET 2025
GENDER MAINSTREAMING			
ISF Delegation members: percentage women	50%	To be set in Dec 2021	40–60%*
ISF Board members: percentage women	40%		40–60%*
ISF management positions: percentage women	63%		40–60%*
ISF staff (excluding street fundraising): percentage women	73%		40–60%*
Partners’ government bodies and management positions**: percentage women	N/A	To be set in 2022 when partner selection and project plans finalized	40–60%*
Partners’ ISF-funded project staff (incl. part time): percentage women	50%		40–60%*
Partners with gender equality strategy	80%		100%
Partners with policy against sexual exploitation and abuse	80%		100%
Partners with policy against sexual and gender-based harassment	70%		100%
Projects where monitoring data is gender disaggregated	100%		100%
Livelihood projects with at least 1 staff member focusing on gender equality and women’s needs	83%		100%
DISABILITY INCLUSION			
Partners trained on disability inclusion	5/10	To be set in 2022	100%
Partners with specific plans to promote participation of people with disabilities	5/10		50%
Projects with disabled people as beneficiaries	12/13		50%
MEANINGFUL PARTNERSHIPS			
Partners who consider that the partnership with ISF has helped to achieve its strategic objectives (partners with average score min. 4 in annual anonymous survey with scale 1–5)	10/10	N/A	100%
Partners who feel that the partnership with ISF has increased their contacts and co-operation with relevant stakeholders (partners with average score min. 4 in annual anonymous survey, scale 1–5)	9/10	N/A	100%
Partners who feel that their appreciation in the community has increased (partners with average score min. 4 in annual anonymous survey, scale 1–5)	N/A	N/A	100%
Types of capacity building activities, networks and partnerships supported by ISF within the last 12 months	N/A	N/A	N/A

* ISF aspires equal participation whereby the share of each gender is minimum 40%, maximum 60%

** For example, Board Members, President, Executive Director, Senior Managers

ANNEX 5:

Risk Register

IMPACT	LOW = 1	Strategic objectives and/or programme goal can be achieved with manageable obstacles.
	MEDIUM = 2	Strategic objectives and/or programme goal can be achieved, but not as well as planned and/or extra time and resources will be required.
	HIGH = 3	The achievement of strategic objectives and/or programme goal will be hindered, considerable extra time and resources will be required, and/or the organization as a whole will be negatively impacted.
	EXTREME = 4	Strategic objectives and/or programme goal will not be achieved and/or the position of the organization could be seriously undermined.

#	Risk scope	Risk category	Risk	Likelihood (1-4)*	Impact (1-4)**
1	External	Financial	Decline in long-term public development funding in Finland	3	4
2	External	Financial	Decline in long-term development funding internationally	3	2
3	Internal	Financial	Self-financing presented in the 2022-2025 programme does not materialize	2	2
4	External	Financial	Competition over private donors (individuals) intensifies further	4	3
5	External	Financial	Acquisition of monthly individual donors (f2f) is delayed or unsuccessful	3	3
6	Internal	Financial	Current individual donors leave unexpectedly	3	3
7	External	Financial	Difficulties and delays in transferring funds to the field	3	2
8	Internal and partners	Operational	ISF and/or its local partners are not allowed to operate freely in programme countries	3	3
9	External	Operational	ISF does not obtain a licence to operate in Ethiopia	2	3
10	External	Operational	The conflict in Ethiopia escalates further and prevents ISF to operate in the country	2	3
11	Partners	Management	ISF partners' operating conditions are weakened due to internal conflicts or power struggles	2	2
12	External	Operational	Development processes are interrupted by humanitarian emergencies, such as natural disasters, pandemics or armed conflict	4	3
13	External	Operational	Female beneficiaries face unwanted consequences (e.g. violence) when prevailing gender norms and power balances are questioned	3	2
14	External	Operational	Local communities do not assume ownership and/or prioritize development processes supported by ISF	2	3
15	External	Operational	Female beneficiaries do not have time to participate in project activities and/or productive work	2	2
16	External	Operational	Local opinion leaders avoid/refuse to publicly condemn violence against women and girls	3	3
17	External	Operational	ISF target communities lack basic services (health, security, police and legal) for victims of VAWG	3	2
18	External	Operational	Commercial actors and expertise to develop livelihoods in programme areas are missing	4	3
19	External	Reputational	Public reputation crisis	2	2
20	External	Security	Deteriorating security situation in programme countries due to e.g. civil unrest, armed conflict or threat of terrorist attacks	3	3
21	External	Security	Security incidents to ISF personnel, including robbery, forced money withdrawal, extortion, blackmailing, kidnapping, car-jacking etc.	2	3
22	External	Security	Security incidents to staff caused by threat to ISF property, such as burglary, fire, theft of equipment	3	2
23	Internal and partners	Financial	Corruption and fraud	3	3
24	Partners	Financial	Use of project funds for unintended purposes	3	2
25	Internal	Management	Using ISF staff for tasks other than those outlined as strategic priorities for the organization	2	2

LIKELIHOOD	UNLIKELY = 1	Barely likely to occur.
	POSSIBLE = 2	Unlikely in the next one year, but possible in the longer term.
	LIKELY = 3	Possible in the next one year, and/or reasonably likely in the longer term.
	ALMOST CERTAIN = 4	Likely in the next year and/or very likely in the longer term.

#	Risk scope	Risk category	Risk	Likelihood (1-4)*	Impact (1-4)**
26	Internal and partners	Financial	Obscurities or corruption related to procurement	3	2
27	Partners	Financial	Poor or declining financial management capacity among ISF partners	3	3
28	Internal	Management	ISF fails to meet reporting requirements of international donors	2	2
29	Internal	Financial	Serious mistakes in funding submissions (e.g. missing dead-lines)	1	4
30	Partners	Financial	Errors in critical financial management processes in partner projects	3	2
31	Internal	Financial	Errors in critical financial management processes in ISF operations	2	2
32	Internal	Security	Medical emergencies among ISF staff, including traffic accidents, food poisoning, falling seriously ill etc.	3	2
33	Internal	Management	Mental strain of work	4	3
34	Internal	Management	Dependence on individual staff members	3	3
35	Partners	Management	High staff turnover among ISF partners	3	2
36	Partners	Management	Low project management capacity among ISF partners	3	2
37	Partners	Management	Poor coordination between ISF partners and other actors	3	2
38	Internal	Financial	Poor segregation of financial responsibilities within ISF	1	2
39	Internal	Management	Violation of Foundations Act in Finland	1	4
40	Internal	Management	Neglect of Board's responsibilities	2	4
41	Internal	Financial	Poor investment decisions	1	2
42	Internal	Management	Problems related with the CRM system	1	2
43	Internal	Management	Security breach in IT systems	2	2
44	Internal	Reputational	Reputation crisis as a result of misconduct or serious (internal) mistake	2	2
45	Internal	Management	Poor partner selection decisions	2	3
46	Internal	Management	On-site project monitoring is not possible due to global pandemics or other constraints	4	1
47	External	Operational	Community engagement is seriously complicated or not possible due to global pandemics or other constraints	3	2
48	Internal and partners	Management	Sexual exploitation and abuse of programme beneficiaries	2	4
49	Internal and partners	Management	Sexual and gender-based harassment at work	3	2
50	Partners	Financial	Poor quality in accounting and financial documentation	2	2
51	Partners	Financial	Poor quality in HR and legal processes and documentation	2	2
52	External	Financial	Financial instalments from institutional funders are delayed	2	2
53	External	Financial	ISF property is stolen or damaged e.g. due to burglary, fire or theft	3	1
54	Partners	Management	Project staff use time for other than ISF funded projects	3	2

Note: Risks highlighted in bold are included in ISF Risk Management Plan.

ANNEX 5:

ISF Risk Management Plan

#	Risk	Likelihood (1-4)*	Impact (1-4)*	Risk mitigation plan	Monitoring responsibility
1	Decline in long-term public development funding in Finland	3	4	Broadening the range of institutional donors. Reinforcing advocacy on development funding. Strengthening reporting and communications on programme impact. Programming for different funding scenarios.	Executive Director, Programme Director, Board
4	Competition over private donors (individuals) intensifies further	4	3	Ongoing development of individual fundraising and donor care, ensuring the ability to invest, growth on brand awareness, systematic communications.	Fundraising Manager
5	Acquisition of monthly individual donors (f2f) is delayed or unsuccessful	3	3	Development of digital campaigns and fundraising, new innovative fundraising methods, donor care and engagement of existing donors	Fundraising Manager
6	Current individual donors leave unexpectedly	3	3	Efficient donor care and donor relations, development of individual fundraising, quality in communications and crisis management.	Fundraising Manager
8	ISF and/or its local partners are not allowed to operate freely in programme countries	3	3	Continuous monitoring of operating environments in programme countries by ISF staff, partners and other stakeholders. Close co-operation with local authorities. Improved communications about programme objectives and achievements in programme countries, particularly with local authorities.	Country Directors
9	ISF does not obtain a licence to operate in Ethiopia	2	3	Explore possibilities to commence operations in another country in East Africa (e.g. Sudan). Scaling of operations in Kenya and Somaliland. Initiation and quick scaling of operations in Puntland.	Programme Director
10	The conflict in Ethiopia escalates further and prevents ISF to operate in the country	2	3	See previous risk.	Programme Director, Board
12	Development processes are interrupted by humanitarian emergencies, such as natural disasters, pandemics or armed conflict	4	3	Main shocks and vulnerabilities to livelihood resilience are identified in project plans and mitigation plans developed. Local problem-solving capacity is improved through cooperation between experts, local authorities and communities. Multi-stakeholder collaboration is particularly important when tackling systemic challenges, such as impacts of climate change.	Country Teams and Thematic Advisers
14	Local communities do not assume ownership and/or prioritize development processes supported by ISF	2	3	Projects use inclusive participatory approaches to ensure local ownership. Root causes of problems and the most effective solutions are jointly identified. Sensitive topics (FGM, intimate partner violence) are only addressed once trust has been built through livelihood activities. Respected opinion leaders are mobilized as initiators and agents of change.	Country Directors
16	Local opinion leaders avoid/refuse to publicly condemn violence against women and girls	3	3	Programme monitoring includes questions on advocacy and public statements of local opinion leaders regarding harmful practices and VAWG. Results are discussed with opinion leaders to identify obstacles to address sensitive issues. Obstacles are mitigated by pooling together progressive opinion leaders, training on communication channels, and organizing events where they can raise their voices.	Country Directors
18	Commercial actors and expertise to develop livelihoods in programme areas are missing	4	3	Identify relevant value chain actors, as well as constraints and opportunities in value chains. Address constraints through multi-actor cooperation to transfer information, skills, products and services. Address critical gaps in value chains and cooperate with other development actors to maximize impact.	Country Directors and Thematic Advisers
20	Deteriorating security situation in programme countries due to e.g. civil unrest, armed conflict or threat of terrorist attacks	3	3	Follow security advice and instructions from international organizations (UN, EU, Finnish embassies, NGO consortiums), particularly in high risk areas. Closely monitor the security situation in programme countries. Implement and adhere to ISF Security Policy and Protocols, and Security Plans. In Somaliland and Puntland, armed escorts are used for travel in rural areas by international staff. During pandemics, the instructions of local authorities and ISF are followed. In crisis situations, the crisis communication plan is followed.	Country Directors

#	Risk	Likelihood (1-4)*	Impact (1-4)*	Risk mitigation plan	Monitoring responsibility
21	Security incidents to ISF personnel, including robbery, forced money withdrawal, extortion, blackmailing, kidnapping, carjacking etc.	2	3	Staff safety is developed proactively as outlined in ISF Security Policy and Protocols. Country-specific Security Plans are prepared annually. Sudden cuts in project funding poses security risks to ISF staff. The risk is difficult to avoid, but it is minimized by good exit planning and transparent communication. In Finland, safety risks are addressed in the training of street fundraisers.	Executive Director, Programme Director, Country Directors
23	Corruption and fraud	3	3	ISF's Anti-Fraud and Anti-Corruption Policy describes how indications of fraud or corruption are investigated and dealt with. All ISF staff have a responsibility for putting this policy into practice and for reporting any breaches they discover. ISF partners must adopt the policy or have their own similar policy. Clear financial administration instructions and relevant controls for partners and ISF staff. Partners use accounting systems and both monitoring and reporting is systematic. Partners are trained regularly and systems developed (incl. whistle blowing). Projects and programme are audited annually. Complaint-handling mechanisms and feedback practices, especially to vulnerable people and marginalized communities, will be further developed.	Country Directors Finance & Admin Manager
27	Poor or declining financial management capacity among ISF partners	3	3	Financial management capacity is assessed at the beginning of new partnerships. Capacity building plan is prepared and includes the management level. Partner's financial administration is monitored closely and improved together with the partner.	Finance & Admin Manager Country Directors
29	Serious mistakes in funding submissions (e.g. missing deadlines)	1	4	Management Committee sets priorities and timetables for funding submissions and monitors compliance. Funding submissions are submitted at least three days before deadlines.	Executive Director Programme Director
33	Mental strain of work	4	3	Instructions for the early support model and occupational safety are followed and updated, development discussions between staff and superiors are held, monitoring of work hours is done, job descriptions and work roles are developed strategically and priorities set, staff is supported by colleagues and superiors. ISF has a strategy which integrates occupational health.	Executive Director
34	Dependence on individual staff members	3	3	ISF has an optimal number of staff to avoid burn-outs and overloading. In partner countries, local staff are recruited to share responsibilities and develop local know-how. ISF personnel plan is updated according to the priorities and resources identified in strategic planning. Core functions are set with each staff and superiors support staff in reaching goals and their professional development. Managers are responsible for maintaining roles and responsibilities within teams updated. Recruitment processes are done according to ISF procedures (incl. interviews, reference checks, personal assessment). Exit interviews of resigned staff are documented.	Executive Director
39	Violation of Foundations Act in Finland	1	4	The requirements of the Foundation Law and Foundation's By-Law is followed carefully. The Board of trustees acts proactively and updates the by-laws when necessary. Internal policies and guidelines as well as internal supervision is (self)assessed and developed constantly.	Board
40	Neglecting of Board's responsibilities	2	4	See previous risk.	Board
45	Poor partner selection decisions	2	3	Partners are selected through transparent and competitive processes, including clear selection criteria and a multi-functional selection committee. The reasons for partnerships termination are clearly outlined in partnership agreements. Capacity building of partners.	Programme Director
48	Sexual exploitation and abuse of programme beneficiaries	2	4	All staff and consultants are required to sign and follow ISF Policy Against Sexual Exploitation and Abuse. The Policy describes how ISF prevents and responds to sexual exploitation and abuse. Partners must adopt or have their own similar policies.	Executive Director Country Directors

* See ISF Risk Register for impact and likelihood definitions

ANNEX 5:

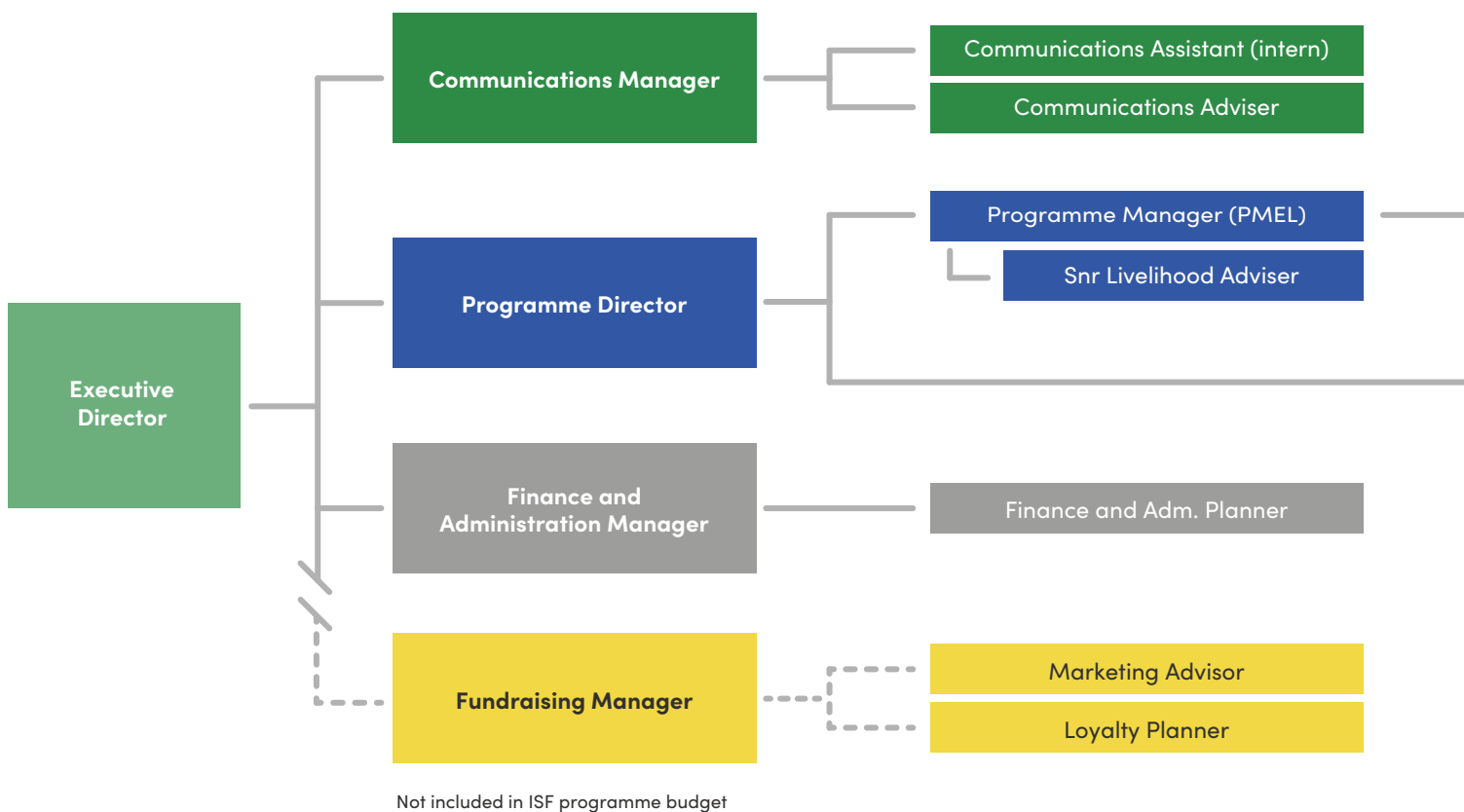
ISF Risk Map

LIKELIHOOD	Almost certain	<ul style="list-style-type: none">On-site project monitoring not possible		<ul style="list-style-type: none">Competition over private donorsHumanitarian emergenciesPoor expertise to develop livelihoods in target areasMental strain of work	
	Likely	<ul style="list-style-type: none">Property is stolen or damaged	<ul style="list-style-type: none">Decline in int. development fundingDifficulties in fund transfersWomen face backlash when gender norms are questionedLack of services for VAWG victimsSecurity incidents caused by threat to ISF propertyUnintended use of project fundsObscurities related to procurementErrors in financial mgt (partners)Medical emergenciesHigh staff turnover (partners)Poor project mgt capacity (partners)Poor coordination between partners and othersCommunity engagement is complicatedSexual and gender-based harassmentStaff time used for non-intended purposes (partners)	<ul style="list-style-type: none">Unsuccessful acquisition of monthly donorsDonors leave unexpectedlyCSOs are not allowed to operate freelyLocal opinion leaders do not condemn VAWGDeteriorating security situationCorruption and fraudPoor financial mgt capacity (partners)Dependence on individual staff	<ul style="list-style-type: none">Decline in public funding in Finland
	Possible		<ul style="list-style-type: none">Self-financing goal not achievedPartners' internal power strugglesWomen do not have time for progr. activitiesPublic reputation crisisStaff use time for other than strategic prioritiesFailure to meet donor requirementsErrors in financial mgt (ISF)Security breach in IT systemsReputation crisisPoor accounting (partners)Poor HR processes (partners)Delayed fund transfers from donors	<ul style="list-style-type: none">Registration in Ethiopia is not grantedConflict in Ethiopia escalates furtherPoor local ownershipSecurity incidents to ISF personnelPoor partner selections	<ul style="list-style-type: none">Neglection of Board's responsibilitiesSexual exploitation and abuse
	Unlikely		<ul style="list-style-type: none">Poor segregation of financial dutiesPoor investment decisionsProblems with CRM system		<ul style="list-style-type: none">Mistakes in funding submissionsViolation of Foundations Act in Finland
		Low	Medium	High	Extreme
IMPACT					

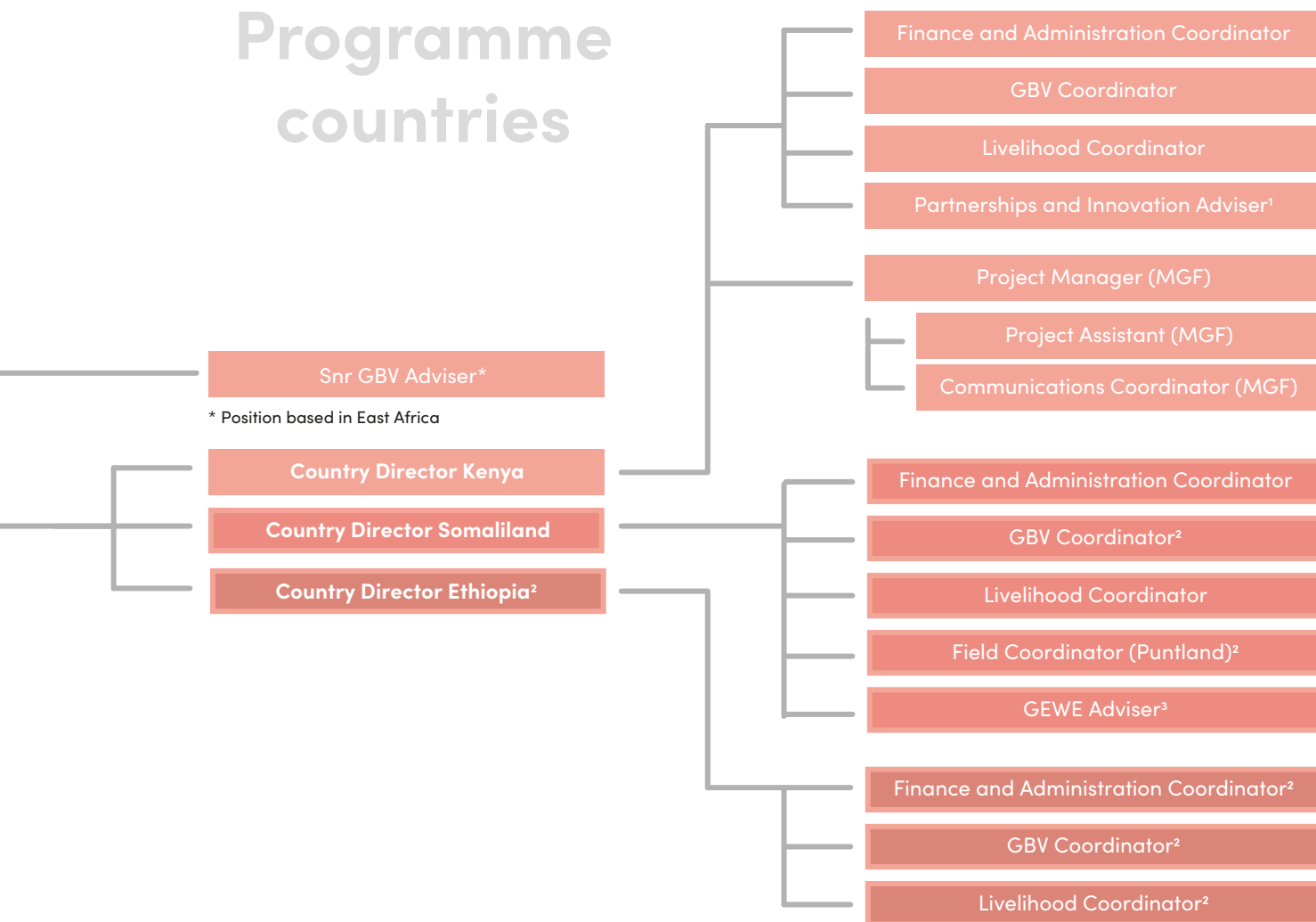
ANNEX 6:

ISF Structure

Headquarters



Programme countries



1 Position funded by Fingo.

2 Positions to be created in 2022/2023.

3 Position until 30 Nov 2022. Funded by UNTF.

ANNEX 7:

Programme budget

Country / Function	2022	% of total	2023	% of total	2024	% of total	2025	% of total	Total	% of total
Kenya projects ¹	581 000		581 000		650 000		660 000		2 472 000	
Kenya country coordination	230 000		230 000		230 000		230 000		920 000	
Total Kenya	811 000	23 %	811 000	21 %	880 000	21 %	890 000	20 %	3 392 000	21 %
Somaliland projects ²	982 000		910 000		1 010 000		1 010 000		3 912 000	
Somaliland country coordination ²	231 000		190 000		190 000		190 000		801 000	
Total Somaliland	1 213 000	35 %	1 100 000	28 %	1 200 000	28 %	1 200 000	28 %	4 713 000	30 %
Puntland projects			120 000		170 000		170 000		460 000	
Puntland country coordination			30 000		30 000		30 000		90 000	
Total Puntland	-	0 %	150 000	4 %	200 000	5 %	200 000	5 %	550 000	3 %
Ethiopia projects	225 000		500 000		550 000		650 000		1 925 000	
Ethiopia country coordination	75 000		150 000		150 000		150 000		525 000	
Total Ethiopia	300 000	9 %	650 000	17 %	700 000	17 %	800 000	18 %	2 450 000	15 %
SUB-TOTAL FIELD	2 324 000	67 %	2 711 000	69 %	2 980 000	71 %	3 090 000	71 %	11 105 000	70 %
Programme development ³	450 000	13 %	450 000	12 %	460 000	11 %	477 000	11 %	1 837 000	12 %
Communications and advocacy	350 000	10 %	350 000	9 %	360 000	9 %	360 000	8 %	1 420 000	9 %
Administration	347 000	10 %	390 000	10 %	420 000	10 %	430 000	10 %	1 587 000	10 %
TOTAL BUDGET	3 471 000		3 901 000		4 220 000		4 357 000		15 949 000	

¹ Includes 62,000 euros per year earmarked funds from Fingo (confirmed for 2022-2023 and preliminary for 2024-2025).

² Includes earmarked funds for the year 2022 from UNTF as follows: 284,273 euros for projects and 48,318 euros for country coordination.

³ Includes programme development costs in Finland and East Africa, such as direct and indirect staff costs in HQ and East Africa, monitoring costs, programme evaluations and other assessments, and capacity building of local partners.



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