



**INTERNATIONAL
SOLIDARITY
FOUNDATION**

ANNUAL PLAN 2023

APPROVED BY THE BOARD ON NOV 9, 2022

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1. INTRODUCTION

The International Solidarity Foundation (ISF) is a Finnish development NGO established in 1970. ISF aims at creating a world where women and girls are empowered to build their own future, their self-determination is fully realised, and their right to bodily integrity is respected. Its vision is to “*be a pathfinder in empowering women and girls in East Africa by 2030*”.

For ISF, the vision means first and foremost: 1) the ability to support and encourage local civil societies to operate boldly even in difficult conditions and on taboo topics; 2) sustainable growth and stability that ensures the realisation of ISF's basic function; and 3) resilience in the face of challenges. If the ISF operating environment is favourable and the organisation is capable to employ its full potential, in 2030 it will:

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

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

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

To enhance its role as a key enabler in the eradication of FGM, in 2023 ISF systematically supports staff and partners to participate in pan-African end-FGM training programmes. ISF will also map and participate in relevant regional and national anti-FGM networks/forums and advocacy campaigns. In external communications, ISF will continue to focus on reaching the relevant audience segments through social and traditional media in order to become a top-of-mind organization on FGM within the Finnish audience.

To achieve its long-term aspirations of growth and diverse funding, ISF will continue to build relations with key international FGM/GBV donors in East Africa. During the year, it will seek to identify and participate in at least one FGM/GBV call for funds. Subject to the availability of funds (it is expecting news about EU funding in late 2022), it will also consider creating a new position (Partnership Manager) to intensify the engagement with key international donors, including preparation of funding submissions and management of donor funds.

To ensure steady growth in private sector fundraising, especially concerning monthly donations, ISF continues with outsourced F2F campaigning throughout the year and aims to strengthen digital fundraising and campaigning further. ISF communications will support the growth aspirations by building brand awareness through social and traditional media, as well as significant campaigning efforts.

In terms of the Finnish Parliamentary elections on April, ISF will partner with coalitions maintaining women and girls' rights and climate justice in the top of national development policy and its resourcing.

In the beginning of 2023, the core financial and administration functions as well as related HQ team structure will be reformed to better serve ISF strategy and programme goals. The new position of Programme Controller is to be created by the end of 2022 and a new professional will be recruited to improve the financial support and control to the partner organisations, as well as monitoring and reporting of ISF programme.

In 2023, the newly reformed staff barometer in English will be introduced at global ISF organisation (including staff in Helsinki and in partner countries) instead of Finnish staff barometer. This is part of the process of building ISF organisation culture which encourages all the staff to participate and co-create boldly.

2. DEVELOPMENT COOPERATION PROGRAMME

The year 2023 is the second year of ISF's 4-year development cooperation programme. The programme is primarily funded by the Finnish Ministry for Foreign Affairs (MFA) and thousands of Finnish private donors.

The goal of the programme is to strengthen women and girls' bodily integrity and livelihood resilience in East Africa (Ethiopia, Kenya, Puntland and Somaliland). It has five expected outcomes (the programme is presented in more detail in the four-year programme document, available on ISF webpage):

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

In **Kenya**, ISF will implement five projects in Kisii and Nyamira counties, including two projects with local cooperatives to support women's livelihood resilience and two projects with local NGOs to prevent VAWG, particularly female genital mutilation (FGM). ISF will also maintain and continue to develop the Muungano Gender Forum, which is a multisectoral platform to discuss and coordinate efforts to address women's rights in Kisii and Nyamira counties. In addition, ISF has a corporation agreement with Fingo to support the implementation of the Fingo Powerbank project in East Africa, which includes hosting a staff member for the project. See Annex 1 for more detailed project descriptions.

In **Somaliland**, ISF will implement three projects that focus on preventing VAWG—particularly FGM—in Togdheer and Sanaag regions. The fourth project implemented focuses on improving livelihood resilience via Disaster Risk Reduction (DRR) and land-use planning in Togdheer and Sanaag regions. While the UN Trust Fund (UNTF) funded FGM prevention project comes to an end by February 2023, a planning phase for a new project with the UNTF implementing partner NAFIS will commence. Also, a new livelihood project to support women generating income in milk and meat value chains is under planning in 2023. See Annex 1 for more detailed project descriptions.

In 2023, ISF will also start operations in the **Puntland State of Somalia**. It will select one local partner (and project) in Puntland, focusing on the prevention of FGM. It is currently conducting a study, which will further guide project planning and the selection of a local partner. The study will be completed by the end of 2022. The project planning with the local

partner will start in early 2023 and implementation in the second half of 2023. To support the action, a Field Coordinator will be recruited and based in Garowe. The person will work under the supervision of the Somaliland Country Director.

Ethiopia is a new programme country for ISF. The Somali region was selected as ISF's target area. Initially, ISF wanted to start operations in 2022 but the plans were delayed because of the armed conflict, which erupted in northern Ethiopia in late 2020. Due to the situation, ISF could not process its registration request as planned. Finally in September 2022, ISF could formally submit the registration request and is now waiting for the formal approval to start operations. As it now seems that the request will be approved in the near future, ISF is starting to prepare for the recruitment of a local team. The team will be led by a locally recruited Country Director and include a Finance and Admin Coordinator (both based in Addis Ababa) and two thematic coordinators based in the Somali region. ISF will also publish a call for local partners in early 2023 to implement projects in the Somali region of Ethiopia. The preliminary country programme includes four projects, which will be planned with the newly selected partners during 2023. The projects will address the above-mentioned five programme outcomes with a particular focus on the prevention of FGM. The implementation of the projects will begin in 2024. This Annual Plan and budget have been prepared with the assumption that ISF can start operations from the beginning of 2023.

ISF estimates to reach some 37,000 direct beneficiaries and over 180,000 final beneficiaries in Kenya and Somaliland during the programme period. 63% of the direct beneficiaries and as many as 95% of the final beneficiaries are women and girls. Beneficiary numbers for Ethiopia and Puntland will be estimated during the planning phase with the partners selected in 2023.

In 2023, ISF has the following priorities for its programme work:

1. **New programme areas:** ISF will start operations in the Somali region of Ethiopia and the Puntland State of Somalia. It will recruit a local team (four people) to manage the operation in Ethiopia, as well as one person in Puntland. The induction of new staff members and closer cooperation within programme countries in East Africa, as well as with all teams in Finland, is a big priority for ISF in 2023.
2. **New partners and projects:** in addition to four projects in Ethiopia and one project in Puntland, ISF will plan two new projects in Somaliland together with local partners (as described above). Overall, it will thus plan seven new projects during the year, of which all but one (NAFIS in Somaliland) are with new partners.
3. **Financial management:** ISF will undertake an overall reconstruction on its financial and administration structure. All financial and administrative functions and processes will be studied carefully and new ways of organizing financial administration will be considered. A new position, Programme Controller, will be introduced at the beginning of the year. This position will be concentrating on the development of financial management of the programme and supporting our partners and country offices in the field.
4. **Learning and development:** Learning and innovation will continue to be emphasized, including sharing of best practices between programme countries. Monitoring and reporting of project (and thereby ISF programme) achievements will be harmonized and developed to better inform the project teams (and also target communities, donors, and other stakeholders) of successes and challenges in implementation. A learning-oriented midterm evaluation of the two livelihood projects in Kenya will be commissioned, and the experience utilized for the wider round of midterm evaluations taking place in 2024. The systematic capacity building plan for ISF staff and partners initiated in 2022 will be followed and further developed.

5. **Institutional fund raising:** To achieve its strategic objective on growth, ISF will continue to develop relations with current and potential donors in East Africa, including local EU delegations and relevant UN agencies such as UN Women, UNFPA and UNICEF. It will continue to cooperate closely with the Ministry for Foreign Affairs in Helsinki, and the Finnish embassies in East Africa. It plans to identify and submit at least one funding proposal.

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

In Kenya, ISF trains local chiefs and paralegals on victim sensitive reporting and referral mechanism to address impunity and strengthen legal and medical support for VAWG survivors. ISF Muungano Gender Forum brings sensitized local administrators, judicial officials, child protection officers, police and chiefs to the weekly discussion forums taking place in rural target communities. This aims to increase mutual trust between communities and local duty bearers, and thereby enhance reporting of VAWG cases.

Muongano Gender Forum also supports Kisii and Nyamira counties in coordinating CSO efforts to promote women and girls' rights, thereby contributing to the implementation of the *Kisii County-Specific Costed Action Plan for Ending FGM*.

As medicalization of FGM is particularly high in Kisii and Nyamira, ISF sensitizes health practitioners and trains community health workers to stand against FGM. Opinion leaders, such as elders and faith-based organizations, are mobilized to challenge the social pressure to continue FGM.

In Somaliland, village level—often conservative—religious leaders (*sheikhs*) are sensitized on the harmful effects of all types of FGM and VAWG and exposed to more progressive Islamic scholars. ISF works with line ministries, particularly the Ministry of Employment, Social, and Family Affairs (MESAF) to do public community level awareness raising against FGM. For several years, ISF has supported efforts to enact Anti-FGM Policy and Law. The Policy is currently in the final stage to be approved. ISF will support its finalization and informing communities on it, once approved.

ISF also strengthens and unifies local civil society's efforts against FGM as well as coordination between CSOs and authorities in the Togdheer and Sanaag regions to address all types of VAWG.

2.2 Outcome 2: Women and girls collectively claim their rights

In Kenya, the Muungano Gender Forum weekly community level sessions provides rural women with an opportunity to raise issues and grievances that are relevant in their lives, such as land ownership and partner violence. These weekly grassroots forums also bridge the gap and build trust between the local administration and the communities, women particularly.

To raise awareness and encourage survivors of VAWG to seek support, ISF continues utilizing communications channels that were put to intensively developed during the COVID-19 pandemic, such as bulk SMS and Facebook live sessions. Also, ISF continues to pilot digital tools, focusing in 2023 on expanding the use of a toll-free help line number for VAWG survivors.

In the Abagusii community where ISF operates, FGM is practiced as an initiation into womanhood, making girls respected community members. ISF continues implementing the locally designed and contextualized Alternative Rite of Passage (ARP, initiation without genital cutting) programme for schoolgirls at risk during holiday cutting seasons. Parents to the ARP participants also receive training on FGM, culminating in shared declarations to abandon the practice.

In Somaliland, ISF reaches out to schoolgirls through the formation of girl clubs in both Togdheer and Sanaag region. These girls will serve as role models who educate other girls in their villages and school about their rights and the negative consequences of FGM and child marriage. Child friendly booklets will be produced to support the action.

ISF also targets women, especially those living in internally displaced people's communities (IDP) and rural villages and thus particularly vulnerable to VAWG, discrimination, and lack of basic services and skills. These women will be trained on the harmful effects of FGM and other types of VAWG. They will also be invited in community level events engaging traditional and religious leaders in open debates about these issues. Women's self-help groups (SHG) will be formed where missing and supported where they already exist. The SHG women receive training on human rights and Islamic rights of women, and they will be doing peer-to-peer awareness raising.

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

In Kenya, ISF increases women's cooperation with the private sector and innovation and extension services. ISF promotes women's right to use family land, creates opportunities for women to take advantage of digital services, and increases their access to finance and productive inputs, including technology.

ISF aims to reduce the risk of partner violence in the livelihood projects by utilizing the expertise of the local partners specializing in VAWG prevention. Livelihood project teams have GBV volunteers who organize discussions in the target communities.

Respectively, ISF includes a livelihood component in VAWG prevention projects to expand women's productive role and decision-making power at home and in the community. The approach is implemented by VAWG partners, but it utilizes expert contacts, operating environment analyses, and training manuals set and produced in the livelihood projects. The livelihood component activities in 2023 include literacy and numeracy courses, training in basic business skills and managing savings and loan schemes, organising vocational training courses in tailoring and developing women's skills in agriculture.

Muongano Gender Forum organises grassroot dialogues that advocate for the importance of women's income generating role and participation in the decision making over livelihood resources. The forum also sets up quarterly trade fairs called Soko Freshi to increase women farmers visibility and to link them with farm input suppliers and food companies.

In all projects, peer role models, such as uncut girls, women entrepreneurs, parents who reject FGM and men who oppose various forms of VAWG are invited to speak out in the grassroot dialogue sessions. Mobilizing ordinary community members challenges prevailing views of 'normal' or acceptable behavior and exemplifies nonviolent parenting and domestic conflict resolution practices.

In Somaliland, ISF facilitates women’s participation in community level land use and Disaster Risk Reduction planning which increases their access to livelihood resources, such as water, land and seeds, and integrates women in the innovation processes. ISF promotes women’s access to financing and develops women’s business activities. Like in Kenya, ISF crosscuts VAWG awareness raising in the livelihood projects, aiming first of all to mitigate the risk of partner violence often arising when women are economically empowered. The ADO project organizes community level discussions on the role of women in agriculture and on the harmful consequences of VAWG.

Respectively, whenever feasible, ISF includes a livelihood component in the VAWG prevention projects to expand women’s productive role and decision-making power at home and in the community. The approach is implemented by SOYDAVO and BVO in Togdheer and Sanaag regions, and utilizes expert contacts, operating environment analyses, and training manuals set and produced in the ADO project. The livelihood activities piloted in 2023 include literacy and numeracy classes, basic business skills trainings, improving women’s skills in poultry farming and vocational tailoring and masonry courses. The livelihood component allows discussions with men on the role of women in income generation, on joint decision-making of the family resources, and on the importance of dialogue over the use of violence.

In the VAWG prevention projects, male specific activities—such as Boys Against FGM groups by the YPEER project—will be implemented to mobilize men and boys to publicly condemn VAWG. Like in Kenya, this aims to challenge prevailing views of ‘normal’ or acceptable behavior.

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

In Kenya, ISF continues to develop the leadership and business management capacity of its local livelihood partners (women’s own businesses). It supports their business leadership skills through trainings and cooperation with other businesses and agricultural specialists. Partners’ peer training programs are in operation and most of the expert-based trainings on agricultural practices and business management are targeted to peer advisers. ISF also enhances partners’ disability inclusion capacity and practices.

One of the main objectives for the year is to ensure that partners know how to run the newly equipped collection and processing centres and are capable to produce marketable dried and powdered vegetables and mushrooms. To develop partners’ practices and standards in food safety, cooperation with the Kenya Bureau of Standards (KEBS) continues.

To promote long-term commercial development and optimal use of made investments, ISF helps partners to draw up a long-term business plan, supports them in identification of new buyers and builds their capacities in contracting. ISF partners continue contract farming and expert cooperation with Mace Foods Ltd and Böna Factory Ltd. ISF organises Soko Freshi trade fairs where women can showcase their products and map new buyers and input suppliers.

ISF improves women’s access to digital services by forming farmers’ interactive platform for sharing and sourcing information, such as weather, agricultural practices, market information and follow up on savings and loan data.

In Somaliland, ISF increases women and men farmers’ cooperation with experts to improve food security and to increase incomes. ISF promotes community-led applied research with research institutions, trains extension agents and establishes Farmer Field Schools (FFS) to

build farmers' capacities in crop and livestock production. In the coming year, focus is in establishing cooperation contacts, launching FFS approach and organising first training sessions. The potential partner universities are Universities of Burao and Sanaag in Somaliland, Jiga Jiga University in Ethiopia and the Indian Environment Protection Training and Research Institute (EPTRI).

ISF trains women and men on crop marketing and selling and maps potential creditors to improve access to finance. Also, ISF forms women farmers' self-help groups (SHG) and trains women in literacy and numeracy, savings and loan schemes and basic business management skills. ISF trains cooperative management teams in leadership and management and supports cooperatives in developing or updating their bylaws. ISF also promotes women's active role and decision-making power within the cooperatives and community committees, which increases their access to livelihood resources.

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

In Kenya, ISF trains women in the farming of new crops, special focus in mushrooms, legumes and chilis. It also supports women in increasing the production volumes and quality of indigenous vegetables to meet the requirements of the new markets. To improve access to high-quality seeds, ISF trains women in seed selection, handling, package and storage. In the project demonstration plots new crops are tested and women learn about water harvesting, drip irrigation and green house technology.

ISF trains women in the use of climate smart and nature positive farming practices, such as minimum tillage, use of green manure, crop rotation and shade net use, and improves women's capacity in producing compost fertilizers. ISF cooperates with the Farm Forestry Smallholder Producers Association of Kenya (FF-SPAK) to strengthen partners' and County staff's capacity in climate risk management and planning.

ISF supports women's access to digital weather services. It also explores the possibility to process banana by-products to prepare low emission and organic packages for mushrooms and vegetables. The use of solar energy in pre-processing is supported.

In Somaliland, ISF trains key women and men farmers, including youth, in drought preparedness, climate adaptation methods, sustainable natural resource management and environmental protection. To improve holistic (food-water-forest-energy) planning, ISF establishes Village Climate Adaptation Committees that develop village-level DRR and land use plans to support long-term drought-preparedness, flood damage control and climate mitigation. The plans guide project activities, including the expert cooperation, in the coming years.

ISF promotes rainwater harvesting, irrigation and greenhouse farming to increase food production and productivity. It also enhances sustainable rangeland management (in Burao) and trains women and men in beekeeping for agricultural diversification (in Sanaag).

To improve access to drought-resistant seed varieties, ISF introduces to target areas seed testing and on-farm seed selection methods and seed banking technology. ISF provides cereal, legume and vegetable seeds to target areas.

3. COMMUNICATION AND ADVOCACY IN FINLAND

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

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

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

Utilizing the target audience understanding cumulated during the past two years, ISF will focus on building top-of-mind status within these audiences. Top-of-mind means to be the first to come to mind in a certain area or theme, and it requires an increased understanding of the causes ISF represents, such as FGM. Throughout year 2023, search engine optimizing is a special project, and it is seen a valuable tool for raising brand awareness and reach new audiences online.

To achieve its strategic and programme goals, ISF will broaden the focus from social media to traditional media. Social media has proven its' power in reaching and engaging audiences in global women's and girls' issues. However, it is becoming increasingly necessary to reach out to audiences outside the social media sphere in order to build ISF's position as the top-of-mind organization on the FGM theme.

Efforts in both social and traditional media will focus on certain key days when relevant topics are already discussed. ISF will participate in current discussions in social and traditional media, linking themes relevant to ISF into daily engagement.

Building brand and cause awareness among key audiences guides ISF communications and fundraising campaigns during the year. A focused awareness raising campaign is planned for the International Day of Zero Tolerance for Female Genital Mutilation, the International Women's Day and around the International Day of the Girl. One of these campaigns will focus on brand awareness and the concept will be created together with a communications agency.

Traditional media will mainly be approached with personalized media contacts and pitching ISF senior advisers and their expertise as well as selected development themes for interested journalists. ISF also aims to generate social media discussions that might get picked up by traditional media.

Social media influencers will continue to play an important role in communications and fundraising campaigns. The global education model will continue to be tested in selected social media channels with peer-to-peer content: how would social media influencers engage with their audiences in a meaningful way. This requires finding influencer partners for long-term collaboration.

Throughout 2023, ISF will focus on engaging, informative web articles as well as meaningful audio-visual content. Producing video content for social media platforms such as TikTok and

Instagram Reels will continue. On-going communications for donors and supporters include email newsletters and printed reports or magazines.

An important aspect of development communication will be to emphasize the raising of local voices and messages as well as to reduce colonialist and white savior aspects in our communications outputs. This approach will materialize throughout ISF communications processes, starting from the way the communications material is being produced and continuing all the way to the de-colonizing tone and contents of the material itself. In emphasizing the local voices, it is vitally important to focus on strengthening the existing connections between ISF Helsinki office communications team and ISF offices in Nairobi and Hargeisa. ISF will also seek diversity training and networks.

ISF will also explore ways to continue engagement with the Somali diaspora in Finland. At least one session for active followers (possible future volunteers) will be hosted, covering themes such as FGM and how to talk about it in social media (representation).

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

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

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

In Finland, ISF advocates as part of various groups and networks. It is a member of Fingo's "Gender and Development" working group, "Food Security" working group, "Agenda 2030" working groups and "Tax Justice" working group.

The national strategy for sustainable development was adopted in 2022, and as a member of the "Agenda 2030" working group ISF will participate in the workshops discussing the implementation strategies. ISF also supports the Finnwatch research programme on labor rights and rights of association. In terms of the Finnish Parliamentary elections, ISF will identify possibilities to partner with coalitions promoting women and girls' rights and climate justice.

ISF participates in the FGM Working Group of the Finnish Institute for Health and Welfare (THL) and advocates for sexual and reproductive health and rights via the Sexual Rights Network (Seksuaalioikeusverkosto), coordinated by the Family Federation of Finland (Väestöliitto). With the Family Federation, ISF will also chair the network of programme-based CSOs in Finland during the first six months of 2023.

At the EU level, ISF advocates via Fingo and the European SOLIDAR network. At the global arena, ISF is a commitment-maker to Generation Equality (Gender-Based Violence Action Coalition) which is a UN Women led 5-year (2021-26) action journey to fulfil the promise of the Beijing Platform for Action and to accelerate equality, leadership and opportunity for women and girls worldwide.

4. GOVERNANCE AND HUMAN RESOURCES

4.1 Governance

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

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

The Board assembles around 8-10 per year. Its priority for 2023 is to guide and support the implementation of the new strategy. As a part of its supervisor role, the Board is about to clarify terms of references of internal audit and its role in ISF as well as added value to the foundation. The Delegation assembles two times for the statutory spring and autumn meetings to appoint Board members and ISF auditors.

4.2 Human resources

In East Africa, ISF has offices in Nairobi and Kisii in Kenya, and in Hargeisa and Burao in Somaliland. In 2023, it expected to open offices in Addis Ababa and Ethiopia's Somali region.

The Programme Director in Finland is responsible for leading the development cooperation programme and overseeing field operations. The new Programme Team structure includes a Programme Manager who is responsible for developing planning, monitoring, evaluation and learning in the organization. The Programme Manager supervises two senior advisers on gender-based violence and livelihoods who are based in Hargeisa and Helsinki respectively.

Each country operation is now led by a Country Director who reports to the Programme Director in Finland. The standardized field structure includes two thematic coordinators (based in the field locations: Kisii in Kenya, Burao in Somaliland, and the Somali region in Ethiopia) and one Finance and Administration Coordinator (based in the capitals together with Country Directors) in each country.

In Kenya, the team includes project staff for the Muungano Gender Forum. The project team is headed by the Project Manager who supervises one Project Assistant and one Communications Coordinator. In addition, the Kenya team includes a Partnerships and Innovation Adviser, who works for the Fingo Powerbank project and is hosted by ISF in Nairobi.

In Somaliland, the team will be strengthened in 2023 with a Field Coordinator who will act as the liaison person for ISF operations in Puntland. The person will be based in Garowe under the supervision of the Somaliland Country Director. The current UNTF-funded GEWE Adviser position will be discontinued at the end of 2022.

In Ethiopia, ISF will recruit local staff according to the standardized field structure as described above.

During 2023, Finance and Administration functions and structure will be reformed in Helsinki. The Finance and Administration Manager (FAM) continues to be responsible for ISF's financial administration, planning and reporting, including human resources administration. A Programme Controller will be recruited: s/he takes the lead in assisting and developing programme and project level financial control and support procedures related both internal (ISF) and partner operations. The Financial and Administration Adviser (new post) will be responsible for everyday financial operations and office administration, as well as support to bookkeeping and human resources administration. During the shift period, two fixed term contracts are in place in the first quarter of the year: Process and Administration Adviser and Financial Administration Assistant and they both report to FAM. Outsourced services will be tendered out and used to complement and back up financial and HR administration in Finland.

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.

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 the Communications adviser and two fixed term employees: Communication and Administration Assistant and Social Media Planner.

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

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

The Occupational Safety Committee is responsible for follow up and development of ISF occupational well-being, management and know-how. The revised English staff barometer will be launched to measure occupational well-being at the global organisation. The annual priorities for the Committee will be set in early 2023, including the enhancing the global community of ISF.

5. FINANCE

5.1 Financial administration

In 2023, the organization's finance and administration team in Helsinki will be re-constructed. A new position concentrating on the programme finances, Programme Controller, will be opened and core finance and administration tasks and roles, including the role of outsourced services, will be clarified to better support the implementation of the programme and ISF strategy.

In 2022, ISF introduced a new financial management structure in the field, which includes financial and administrative positions in each programme country. At the same time a new accounting software QuickBooks Online was taken into practise for field operations. During

2023 ISF will continue further developing the fin&admin positions in the field as well as the use of accounting software in order to maximize the benefits of it.

ISF will also further develop its own internal verification and approval procedures for project financial reports. Also renewing financial reporting guidelines and developing more efficient and holistic financial administration templates for partners will be done during 2023.

5.2 Financial requirements

ISF budget for 2023 is 4,018,444 euros, including 3,446,744 euros for the development programme.

	Budget 2023		Budget 2022 9/2022 update		Financial Statement 2021	
	Whole ISF	Development Programme	Whole ISF	Development Programme	Whole ISF	Development Programme
Kenya	777 037	777 037	876 543	876 543	697 836	697 836
Nicaragua					174 031	174 031
Somaliland	1 053 648	1 053 648	1 293 961	1 293 961	1 226 155	1 226 155
Ethiopia	430 000	430 000	30000	30000	0	0
Programme Planning	477 018	477 018	450 001	450 001	365 053	365 053
Communications	364 367	364 367	348 482	348 482	310 443	310 443
Administration	389 951	344 674	409 432	333 221	423 646	308 169
Fundraising	526 423		499 980		461 823	
TOTAL	4 018 444	3 446 744	3 908 399	3 332 208	3 658 988	3 081 687

5.3 Funding

In 2023, programme funding is 3.3 million euros, including 2.6 million from the MFA in Finland (78% of programme funding) and 71,282 euros from Fingo. Private sector revenue is expected to be 1,198,000 euros in 2023, covering the immediate costs of fundraising activities as well as 671,577 euros for the development programme (20%).

The 2023 programme has a deficit of 103,885 euros. The 2022 surplus (initially budgeted as 358,898 euros) and subsequent deficits will offset each other during the programme period. The gradual growth in expenses from 2023 onwards is largely explained by the delays in starting operations in Ethiopia and Puntland. During the strategy period 2022-2025, ISF aims for significant growth in private sector funding. This growth determines priorities and investments in fundraising in 2023. The main priority is to increase the volume of monthly donors to build a healthy donor base.

New monthly donors will be recruited by continuing investing in outsourced F2F operations throughout the whole year, as well as efficient cross-selling for one-time donors and new leads

recruited in campaigns. Cross-selling, donor loyalty and retention programs will be executed by tele operations and personalized digital funnels.

ISF will continue to reach new leads and one-time-donors in digital platforms, but also via direct mail. Target audience study cumulated in 2021 has proven useful and ISF continues to build up on knowledge of recognised donor profiles to ensure long term donor relations. Search engine marketing and search engine optimizing is a special project for the year 2023, and an important tool for raising brand awareness and reach new audiences online. Customer experience is developed further with service design methods, especially concerning arrears. Donation products such as monthly donation toward FGM or livelihood projects, different one-time donations such as themed donations, ethical gifts, corporate donation and legacy gifts will be branded to achieve stand out, tempting ways to donate. ISF will execute three larger annual fundraising and brand awareness campaigns as well as more agile, smaller marketing campaigns. Fundraising methods remain F2F, digital tools, direct mail and telemarketing. Planning and testing to reach and engage corporate donors continues, as well as productization for legacy donations.

Income

MFA Funding	2 600 000
Other Income	71 282
Fundraising	1 198 000
Investing	29 065
Total Income	3 898 347

Expenses

Development Programme	-3 446
	744
Fundraising	-526 422
Other Expenses	-45 277
Total Expenses	-4 018
	443
Deficit	-120 096