

# **BUILDING LIVELIHOOD RESILIENCE IN KENYA, SOMALIA AND ETHIOPIA**

Theory of change and results matrix for the International Solidarity Foundation's  
development cooperation programme



Opinnäytetyö

Maaseutuelinkeinot, Mustiala

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## TIIVISTELMÄ

Opinnäytetyön tavoitteena on rakentaa muutosteoria ja seurantakehikko kehitysyhteistyöjärjestö Solidaarisuuden kehitysyhteistyöohjelmaan, jolla haetaan Ulkoministeriön ohjelmatukirahoitusta neljälle vuodelle. Työn toimeksiantaja on Kansainvälinen Solidaarisuussäätiö, jonka asiantuntijana tekijä toimii. Muutosteorian laatimisen tavoitteena oli kehittää ohjelman toimintatapoja tukemaan paremmin naisten yritystoiminnan kannattavuutta taloudellisesti, kulttuurisesti ja ekologisesti kestäväällä tavalla Keniassa, Somaliassa ja Etiopiassa. Laadittu seurantataulukko sisältää ilmastokestävyyttä ja maatalouden yritystoiminnan muutosjoustavuutta tukevat tavoitteet ja sitä mittaavat indikaattorit.

Opinnäytetyön teoreettisena pohjana toimivat systeeminen ajattelu, arvoketjulähestymistapa yrittäjyyden kehittämisessä, muutoskestävyys sekä valta- ja voimaantumiskäsitteet kehitysyhteistyössä. Haasteellisinta työssä oli löytää muutoslinjat ja indikaattorit, jotka huomioivat tarvittavat muutokset ihmisissä, luontopääoman kunnossa ja paikallisissa arvoverkkoissa, mutta ovat samalla pienen järjestön resursseilla mahdollisia toteuttaa ja mitata. Työ uudisti Solidaarisuuden ohjelman toimintatapoja kohti holistista monitoimijayhteistyötä ja auttoi järjestöä ymmärtämään systeemisen muutoksen merkityksen toiminnan kestävyydelle.

Avainsanat kehitysyhteistyö, muutosjoustavuus, ilmastokestävyys, muutosteoria

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#### ABSTRACT

The purpose of the thesis was to develop a Theory of Change (ToC) and result matrix for a four-year development cooperation programme of the International Solidarity Foundation (ISF) that was a contractor of the thesis. The ToC and result matrix constituted an important part of a funding application to the Ministry of Foreign Affairs of Finland. The purpose of the ToC development process was to refine programme implementation approaches that promote women's economically, ecologically, and socially sustainable entrepreneurship and enterprise development in Kenya, Somalia and Ethiopia. The result matrix consists of goal, outcomes, outputs and indicators that enhance and measure climate and livelihood resilience of farm activities and agri-business in the programme areas.

Theoretical basis of the thesis is rooted in systemic thinking, value chain approach in entrepreneurship development, and the concepts of resilience and empowerment in women's livelihood development. The biggest challenge in the process was to identify the paths of change and indicators that cover changes in beneficiaries, natural capital or environmental conditions and local value networks. Results of this thesis were, first the promotion of multi-stakeholder cooperation in the programme, and second it enhanced ISF's understanding on the importance of systemic change to programme sustainability.

Keywords development cooperation, business resilience, climate resilience, theory of change

Pages 32 pages and annexes 12 pages

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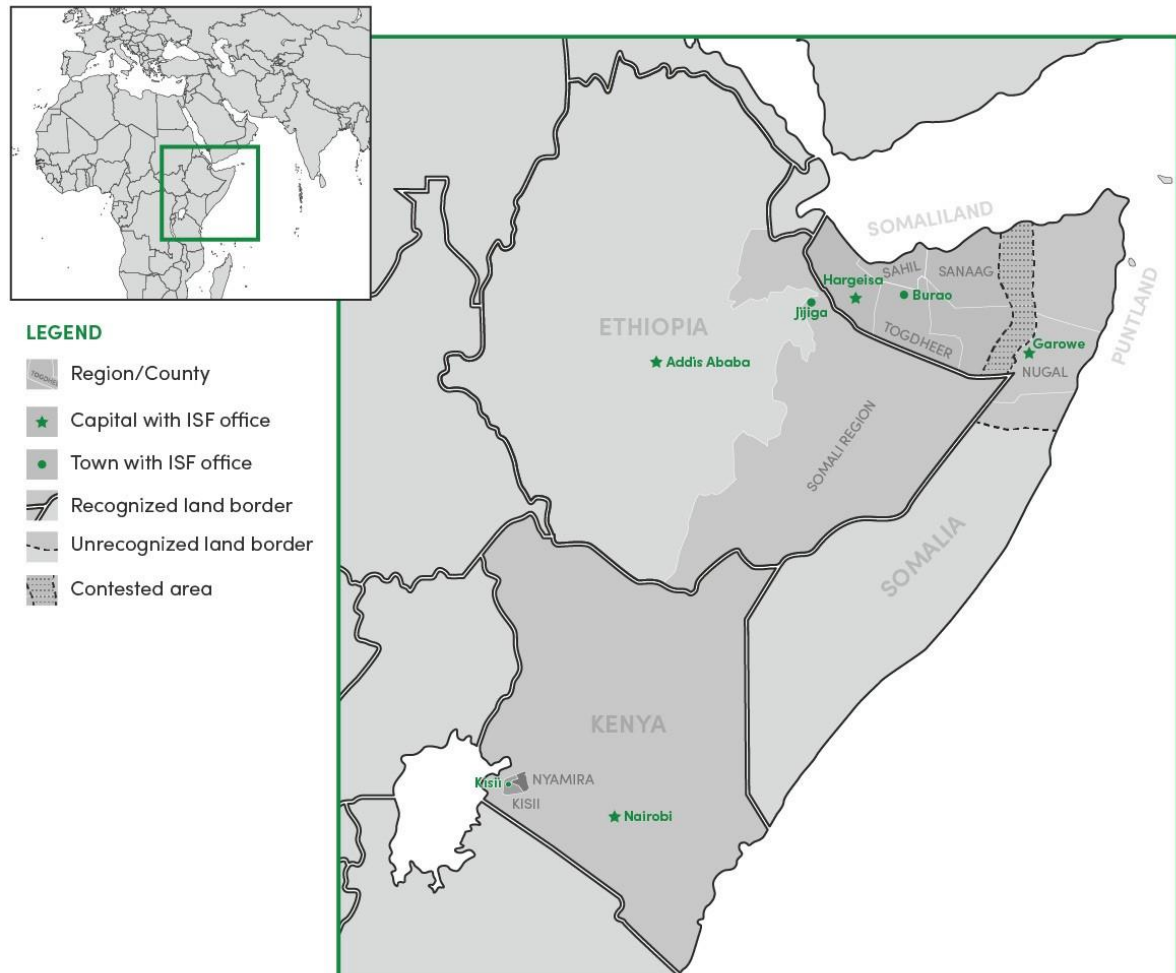
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## **1 Introduction**

The purpose of the thesis is to build a Theory of Change (ToC) and results matrix for a four-year development cooperation programme of the International Solidarity Foundation (ISF), implemented in Kenya, Somalia and Ethiopia. The ToC and results matrix are important elements in the funding application to the Ministry of Foreign Affairs in Finland. ISF is a Finnish development cooperation organisation that promotes women's economic, empowerment and security rights. More specifically, it strengthens women's economic empowerment and prevents harmful practices and violence against women and girls. This thesis focuses in the first thematic area of women's economic empowerment in rural areas.

ISF currently implements a programme in Kenya, Somalia and Nicaragua. In this study some lessons learned come from Nicaragua, but most of the steps in the process involve Kenya and Somalia. In Kenya, ISF operates in Kisii and Nyamira Counties in the southwest of the country. In Somalia, ISF will operate in Togdheer, Sahil and Sanaag regions in Somaliland and in Nugal and Sanaag regions in Puntland. The problem analysis and country programme for Ethiopia will be finalised between April and July 2021, hence, the ToC and the results matrix comprehend Ethiopia although the country is not included in the processes explained in this document. ISF will implement its Ethiopia programme in Somali region, which resembles culturally and environmentally Somalia and its northern parts Somaliland where ISF implements its programme.

Figure 1 ISF operating areas in the programme period 2022-25



The objective of this assignment is, first, to identify main resilience vulnerabilities and drivers in ISF programme areas, and second, to develop ToC and results matrix that guides ISF's local implementing partners in project planning, execution and monitoring. ISF financial (programme self-funding requirement is 15 %) and human resources set boundary conditions to the scale of the ToC.

Theoretical themes central to the thesis are systems change in development processes, and the concept of resilience in increasing climate resilience but in more generic terms also business resilience. In addition to resilience and systems change, the concepts of women's empowerment and gender equality are addressed.

Main steps in the ToC and results matrix development process are, as follows:

1. To analyse main success points from previous programme periods and identify the most important drivers of positive change in collaboration with ISF country offices (chapter 2).
2. To develop the ToC. This process consists of the formulation of draft ToC, country problem and objective analysis, compiling feedback to the draft ToC from ISF country offices, presenting the ToC to ISF Management Team and Board of Directors, and finalising the ToC (chapter 3).
3. To develop results matrix. This process consists of drafting a results matrix based on the ToC, selection of partners and concept notes in an open call for proposals in Kenya and Somalia, and finalisation of the results matrix (chapter 4).

## **2 Identification of the most important drivers of positive change**

The first step in the programme development process was to identify the best practices, most valuable lessons, strengths, and special characteristics of ISF's work, both in terms of substance and modes of operation. The idea was to take a historical look at ISF's work and to assess which of the identified strengths and special characteristics can be developed further and how this could be done. This so called 'strengthuator' process was carried out in collaboration between the ISF programme team in Helsinki and the country offices in Nicaragua, Kenya and Somalia.

In the 'strengthuator' process four important lessons in the livelihood development were prioritized: 1) importance of the personal empowerment in business development; 2) benefits from the value chain approach; 3) integration of gender-based violence (GBV) prevention and entrepreneurship capacitation; and 4) the difficulty of increasing climate adaptation and mitigation when operating at village or cooperative level. A more detailed description of the identified lessons is presented in this chapter. The 'strehgthuator' process also delimited the thematic goal and outcomes (annex 1) for ISF programme that directed the formulation of the ToC and later the results matrix.

## 2.1 The importance of personal empowerment in business development

ISF evaluations in Nicaragua have indicated that poor people feel powerlessness to change prevailing living conditions and that successful entrepreneurship development processes have nurtured self-motivation, determination and aspirations.

According to ISF experience one of the key challenges especially for women's economic empowerment is women's poor self-image that undermines their belief in their competence and prospects. Women rarely have past-experiences in successful personal development processes and women's income generating activities are considered only supplementary to those of men. At a general level, prevailing patriarchal social norms form women's mentality.

ISF have learned that in promoting personal empowerment, the collaboration between women and professionals who bring in new knowhow to development processes is fundamental. 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, express opinions, and innovate. Focus on building entrepreneurial mindset had positive and sustainable outcomes, because it increased their courage, willingness and preparedness to change.

In Nicaragua, *Lean start up methodology* (Eric Ries) that emphasizes learning loops to build sustainable start up business was used successfully in upscaling artisan businesses and diversifying coffee farms' production for climate resilience. Joint, validated and gradual learning processes (testing-feedback-rethink and change-testing) enable participants to learn in action. The process in itself builds capacities and increases at the same time contacts to customers, other market actors and experts – which leads us to value chains and networks.



## 2.2 The importance of strengthening local value networks

According to Kenton (2021) value networks are commonly understood as a set of connections between organisations and/or individuals in specific value chains interacting with each other to benefit the entire group. A value network allows members to buy and sell products as well as share information. Value network members consist of external members, e.g. customers, input providers, regulatory agencies or RDI institutions, and internal members, such as producers, marketing cooperatives and product development teams.

Value chain refers to the lifecycle of a product or process, including material sourcing, production, consumption, and disposal or recycling processes. Value chains describe the functions required to bring a product or service from conception, through production, transformation, marketing, and delivery to final consumers. (Kaplinsky & Morris, 2001, p. 4-6).

In the global markets even local value chains must deliver a product to the consumer more efficiently, with a proper quality and in a more unique form than the value chains in competing areas. ISF approach to facilitate cooperation of local value chain actors to create local value networks has proven to be effective. While it had been beyond the capacity of ISF to address all the bottle necks in the value chains, the failure to recognize the implications of the gaps can lead to short-term impact or even negative results while developing functional value networks.

According to ISF Country Director in Nicaragua Jukka Pakkala, in some ISF livelihood projects a stumbling block has been to focus on improving the lives of beneficiaries, e.g. farmers or artisans, without taking into consideration the gaps in the value chains they belong to. In the worst scenario, capacity building activities in the product development or trade are targeted to the actors that will not continue implementing those activities after the project ends. Another important lesson has been that the valuable purpose of any development project is to bring in new elements into local value networks, e.g. expertise on market functions, production and product development or market contacts. ISF's role in the successful livelihood development processes has not been 'helper' but more an enabling partner that

links beneficiaries and their businesses to relevant actors who transform information, skills, products and services among themselves.

Value network perspective combined with new knowledge and skills, can dynamize the whole local economy. For example, in Nicaragua ISF has built women's capacities in poultry and pig farming that are not common livelihoods among men and are more climate smart options than traditional livestock farming. As a result, women have become respected, professional farmers and women's pig and poultry farming have become main income generating activity in many family farms. One key to success was to develop animal feed and processing businesses in the poultry and pig value chains. Some women have started new businesses, e.g. bakeries, small cheese industry and retailers that sell local products to neighboring areas.

In Kenya, to promote learning and innovation in farming and pre-processing, ISF supported the establishment of experiment plots and facilitated expert cooperation between women farmers and the private sector, technical institutions and local authorities. Cooperation aims to link women to national markets and develop new business opportunities. ISF and its local partner Nyamira North Women's Savings and Credit Cooperative collaborate with a Finnish-owned Kenyan food processing company Böna Factory, to improve mushroom and wild vegetable value chains, including production, drying and local powder processing before selling to Böna Factory for final processing to food products. In addition, the linkages with local experts (Universities and Kenya Bureau of Standards) will develop farming of new, promising plant-based protein crops in Nyamira, e.g. tiger nut and macadamia nut.

In fragile contexts like in Somalia value chain actors and services are weak or do not exist and the availability of productive inputs is really poor, e.g. traditional seeds are very few and certified seeds are also difficult to obtain locally. The impacts of climate change exacerbate the situation. In Somalia, ISF has developed missing services, for example established local seed banks and developed local fertilizer production. Still the livelihood development processes remain unsustainable due to the lack of basic government services, such as research and agricultural extension service, and poorly functioning private sector. In this context external expertise has a critical role in building the local capacity and systems.

### **2.3 Integrating gender-based violence prevention in entrepreneurship training programme**

Women's growing economic role and power over their own lives challenge prevailing gender roles, norms and power balances, which causes resistance and backlash, manifesting in violence and harassment.

In Uganda, power imbalances between women and men and unequal ownership and utilisation of resources, gave men a right to be violent when women wanted to safeguard family earnings. Use of alcohol aggravated the situation. According to a final evaluation of two livelihood projects (2016) in Uganda, ISF programme promoted peaceful and harmonious family relations, for example significant reduction in domestic violence cases due to the established community support structures. ISF used in Uganda a family approach where husband and wife made joint family development vision and plan, implemented the plan together (joint economic activities and decision making), and balanced responsibility sharing. In addition, both women's and men's engagement in community level planning was strengthened. Conclusion from the evaluation was that the approach that tackles livelihood, gender equality and psycho-social aspects of the family well-being is a key for achieving improvements in women's safety as well as in family livelihood.

In Somaliland, ISF carried out focus group discussions in four programme target villages and in a camp for internally displaced people in Burao District in 2019. Based on the discussions women are at greater risk of facing domestic violence, raped, robbed or insulted when they engage in productive activities. Women identified two of the most common types of violence they face in their lives: robbing and conflicts at home when husband accuses a wife of taking on the role of man at home and not showing respect to the husband. Women also mentioned rapes but emphasized that they are rare. Women felt that they would be safer if not running business activities, but often women's small business is the main income of the family, hence, women do not have another option. According to ISF gender analysis in 2017 in Togdheer region, women were main breadwinners of the family in many households because of divorce, unstable marriage or women were widowed.

In Somaliland unemployment rate is between 60 to 70 % and the petty trade businesses run by women are an important source of income for families but also important source of revenue for local governments. The survey conducted by SIHA Network (2017) in Hargeisa outlined that 40 to 65% of the total annual revenue of Hargeisa city was collected from informal sector dominated by women street vendors. SIHA survey states that women frequently meet challenges like destruction of property, confiscation of their goods and street gang battery. Women also face problems at home due to long absence from domestic duties. These challenges include impending marriage separations and break-ups and maltreatment from the spouses.

ISF has tested interventions that entail strategies to prevent immediate possibility of violence in the livelihood projects. In Nicaragua, gender role and violence prevention topics are incorporated into the entrepreneurship training programme and in Somaliland the prevention of the Female Genital Mutilation (FGM) is incorporated into some livelihood projects. ISF has documented methods and tools used in Somaliland in ISF Health and Basic Business skills training manual.

In Nicaragua, experiences were positive because theoretical concepts of gender norms and roles were discussed in relation to people's real life, in other words in the context of family farm as a business that is run by a husband and a wife. Discussions about violence were handled in a more general level, violence in the society, which allowed both men and women to think about motives and consequences of violence they have experienced as well as practiced.

In Somalia, the concept of family consists of men, several wives and relatives. Testing of the hybrid approach (FGM/GBV and entrepreneurship) had its hiccups but on the other hand it has served as a tool for the project teams to identify important challenges to address in the project implementation. This approach is particularly important in Somalia where many women are breadwinners with a lot of responsibilities but without rights, for example women's mobility is restricted which puts them in danger in public places.

In Kenya, ISF cooperates with two women's social enterprise: one cooperative and one community-based organization. In the project planning phases women in both organizations

identified GBV as one obstacle for livelihood development. In 2020, ISF and its local partners in livelihood and one partner that is expert in GBV, started to develop tools to address intimate partner violence in livelihood projects from 2022 onwards.

#### **2.4 Challenges in the small-scale climate adaptation and mitigation projects**

Climate change and extreme weather events decrease farm productivity and cost-effectiveness. In Nicaragua, ISF has learned that it is possible to increase the productivity and profitability of agriculture production in dry, climate-affected areas if competent experts are involved in the development processes. But in the long-term, uncontrolled, landscape level deforestation hampers livelihood of all farms, including ones that implement soil and water conservation methods, such as agro-forestry. These challenges cannot be overcome with village level projects activities but requires political will on national level. In Nicaragua climate mitigation and adaptation efforts are not high on the Government's agenda. On the contrary, logging in the slopes, riverbanks and other water catchment areas is increasing and supported by the central government. In Kenya, Counties have more independence from central Government, which provides an opportunity for smaller actors to influence landscape level plans.

According to the Notre Dame University's Global Adaptation Initiative (2018), Somalia is the most climate vulnerable country in the world and the least ready to combat the challenge. In Togdheer Somaliland, where ISF works, indigenous crops are missing, and farmers cultivate almost only staple crops and they have one of the lowest yields in the world. Farming systems rely on livestock production that suffers from prolonged droughts. In Somaliland basic research capacity is poor and there is very little data on natural resources. When data exists, it is scattered and produced by international organizations. For example, the state of knowledge about hydrogeology, quality and quantity of groundwater resources is very poor. There is neither a hydrogeological map nor a sound policy for groundwater management and exploration in Somaliland. (FAO-SWALIM). Same lack of testing and research prevails in seed and soil sectors. In addition, due to weak technology and industry sectors, most production inputs are brought from abroad.

In this context, increasing climate resilience requires strengthening problem-solving capacity in community, local government and national levels. Climate change affects farmers globally, which means that in many places existing practices are not functional and efforts should be made to enhance new options and solutions, for example replacing cattle farming in North Nicaragua. Sometimes new possibilities can be old ones but with new elements. For example, in Kisii (Kenya) women grow indigenous vegetables in small kitchen gardens, and to increase the production volumes, ISF introduced vertical farming to women in Kisii. Crops that are traditionally grown for domestic food consumption, do not usually meet food safety standards, hence, expert advice and new practices in farming and post-harvest handling are needed if farmers want to sell products for example to food manufacturers. This requires multi-actor cooperation with emphasis in making farmers an integral part of problem definition and solution finding processes. According to ISF experiences, sometimes support to research and knowledge-based problem solving itself can have more impact to people's livelihoods than isolated development projects in communities.

As a result, the key to effective adaptation and mitigation is systemic level planning that requires a national and multi-stakeholder approach, including farmers, authorities, research, civil society actors and the private sector. ISF programme can facilitate cooperation of relevant actors and strengthen peer networks, but direct capacity development of key actors is not possible with funding instrument that is directed to support local civil society alone and not for example government actors or research institution. Systems change thinking in the project planning can support in identifying strategically the best approach and niche for the NGO project in addressing this global and massive problem and complementing the work of others, if multi-actor consortium project is not an option.

### **3 The Theory of Change development process**

A theory of change (ToC) is a description showing how change happens in the short, medium and long term to achieve the intended impact. It expresses why a particular way to work will be effective by making explicit, and taking into consideration, contextual factors, such as culture, power relations, behavior and actors in the operational environment. A ToC can be formulated at the beginning of a development process to help with strategic planning, or to describe an existing piece of work. (IPA, 2016).

ISF ToC is a mix of a strategic tool and a description of the existing good practices. The ToC directed the country programme formulation and the building of the results matrix for the programme period 2022-25. In addition, the ToC together with the results matrix will guide hands-on project planning in early 2022.

The programme themes and the expected end-results were identified in the ‘strengthuator’ process (annex 1). I started the ToC formulation process by identifying assumptions for the women’s economic empowerment and improved livelihood using a question ‘what does it take to get there’. Outcome of this exercise is in the annex 2. In the ToC terminology assumptions are the necessary or underlying conditions and resources that need to exist for planned change to occur (Fund Against Child Labour). Assumptions in this first step were based on the long-term ISF experience in the programme areas and literacy review.

For my opinion, the consideration of the challenges and opportunities in the operational environment and the assumptions was the most useful part of the ToC development process. It made visible the conditions that the ISF programme is expected to change, thereby, shaping the steps in the ToC result chain (inputs-activities-outputs-outcomes-impact).

In this stage, ISF spheres of influence were prioritized to individual development, change at home in gender roles and decision making, and the change in women’s association and activism on village and district levels. Purpose of this limitation was to intensify ISF’s local impact in the lives of the selected target groups: women entrepreneurs and girls and women in danger of domestic violence and Female Genital Mutilation (FGM).

The spheres of influence in livelihood work (annex 2) were based on a typology of power that has its roots in the work of Paulo Freire and Steven Lukes (1974), and later articulated with respect to women’s empowerment by Rowlands (1997). This framing has also been used in guidance for development programming (e.g. Luttrell and Quiroz 2009). The typology juxtaposes ‘power over’ (dominating others) with the forms of generative power, or in ISF case empowerment, including ‘power from within’ (self-respect, self-efficacy,

awareness of rights), 'power to' (enact personal goals), and 'power with' (acting collectively toward shared interests).

The next step in the process was to conduct a problem analysis that describes more in detail the main challenges in the selected programme thematic and geographical areas, including root causes to the problems and whom they affect. The problem analysis was a multi-step process, including literacy review on gender-based constraints for women's livelihood and entrepreneurship (previous step), country-specific context analyses conducted by consultants and vulnerability analyses carried out as a part of the country programme formulation.

The main identified problems for women's economic empowerment are described in chapter 3.1. After the problem analyses, the identified problems and vulnerabilities were compared with the assumptions, and as a result the most important needs for change were identified. The ToC was finalized and approved by the ISF Management Team and the Board of Directors. The ISF approach to address the identified shocks, stressors and vulnerabilities for improved livelihood resilience, in other words the final ToC (annex 3), is described in chapter 3.2.

### **3.1 The main identified problems to women's economic empowerment**

The problem analysis process focused on the following questions that base on the livelihood resilience thinking (resilience to what):

- What are the specific shocks and stressors that are the most significant threats to women entrepreneurs' livelihood and occur regularly?
- What are the most important factors that contribute to vulnerability: a) contextual factors that make women unable to prepare and respond to the identified shocks and stressors; b) the most significant capacities women lack (human, social, material and political) that make them and their livelihoods vulnerable to shocks and stressors?



### 3.1.1 Shocks and stressors

Both in Somaliland and Kenya economic, social, environmental and health shocks and stressors were identified. Both countries lack quality advisory services, the finance sector is nascent, the use of agricultural technology is low, price fluctuations hamper predictability, and access to land is limited due to high population density or lack of arable land combined with increasing erosion. In addition, business taxation and registration practices are complicated, expensive, and unstable due to changing government policies and priorities. Infrastructure is underdeveloped, e.g. electricity is expensive and road networks are poor and in bad condition.

In Somaliland, 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. Due to weak technology and industry sectors, most production inputs are brought from abroad. Somalia is not a member 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.

The inflation rate affects low-income families in Somaliland in several ways. Annual Core Inflation increased by 6% for the year ending April 2020. This was driven by the agriculture production, for example goat/sheep meat inflation increased at 29 %. (African Development Bank Group). The low-income families do business mostly in agricultural value chains and as petty traders, and high inflation decreases demand for the items they sell. At the same time their cost of life increases since they get payments in Somaliland Schillings, but many transactions take place in US dollars, e.g. school fees and electricity bills.

The main shocks that affect women entrepreneurs and families bear on erratic and unpredictable weather conditions, e.g. droughts, floods and pest outbreaks. A recent and new shock is the COVID-19 pandemic.

In Somaliland, floods and cyclones will continue to keep the country in almost permanent state of emergency, which makes it difficult to implement sustainable development

processes. In 2018 Somaliland was impacted by a tropical cyclone “Sagar” that affected the lives of an estimated 700,000 people. Key infrastructure was destroyed, 80 % of farmland was washed away and an estimated 50% of the livestock was killed in many areas. In the following year, extreme temperatures with poor rains hit Somaliland and in Togdheer region where ISF works, 6 out of 10 people were undernourished in March 2019. (OCHA early warning reports). Years 2020-2021 were marked by a combination of droughts, floods, locust invasions and COVID-19 pandemic.

In Somaliland, environmental shocks force people to leave their homes and communities. Internal displacement breaks down social networks and causes loss of property, and further exacerbate poverty. Somaliland has one of the highest unemployment rates in the world, especially among youth. Uncertainty of employment coupled with displacement (internal refugees) causes constant volatility of family purchasing power and fear of long-term investment and development processes.

The research, statistics and extension services are almost non-existent in Somaliland, which makes formulation of sustainable policies and context-specific problem solving extremely difficult.

Kenyan agriculture is 98% rainfed and highly sensitive to changes in temperature and rainfall. 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. The challenge is huge, for example droughts caused an estimated \$10.2 billion loss in livestock and crops between 2008 and 2011. (USAID, 2018).

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 586m<sup>3</sup> per person annually (internationally acceptable threshold is 1,000m<sup>3</sup>) and it is expected to fall to 293m<sup>3</sup> by 2050. (USAID, 2018). In Kisii and Nyamira counties (ISF programme area), 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 protection of water catchment areas and degraded by logging,

eucalyptus planting and unplanned human settlement. (Kisii County Development Plan 2019-2020). Increased evaporation and drought also threaten Kenya's hydropower production, which accounts for half of the domestic electricity production.

### **3.1.2 The main vulnerability factors**

Gender inequality was set as an overarching vulnerability problem that influences all ISF development initiatives. It is manifested in women's poor access to the resources and opportunities that are based on their gender roles and responsibilities and undermine their possibilities to overcome shocks and stressors to their livelihood. This chapter is based on the country context analysis and USAID (2010) distinction of the gender-based constraints in the research and training programmes conducted under the Greater Access to Trade Expansion (GATE) project implemented in Africa, Asia and Latin America.

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 industry (Oxfam 2020). 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. In Somalia, only 45 percent of women residing in urban areas are literate compared to only 10 percent of their rural counterparts (Somaliland Education Sector Strategic Plan 2017-21).

Women have restricted access to extension services and training, and rarely participate in problem identification and solving processes. Women do not participate in important decision-making forums within clan, communities or local government. Business information

is mainly shared in places from which women are excluded, such as village councils, local business owners' association, public tea drinking places and open-air public meeting places.

One reason for women's vulnerability is the inability of the government to identify specific challenges and provide basic facilities and services to women entrepreneurs. Government institutions, such as RDI institutions or regulatory agencies, seldomly work in cooperation with women entrepreneurs although women have an important role in livelihood resilience development.

Social norms 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. While access to the formal banking system is low in general, women face greater challenges than men in accessing credit. The terms and conditions to qualify for a bank loan require a collateral, a guarantor or fixed asset. In most instances, women use traditional savings and credit systems for funding their business activities or they organise themselves into self-help groups (SHGs) and cooperatives.

Women who engage in productive work challenge rigid gender norms and gender power relations. This causes resistance and heightened risk of violence that affect women's decisions to become and act as entrepreneurs. Although not all men are violent, and some actively oppose violence, dominance and control over women are part of the socially idealized male behaviours (masculinity) in many communities, and violence is a socially acceptable means of gaining control.

Root causes to these gendered constraints are socially constructed norms that emanate from negative stereotypes that represent women as weak and lacking competence as farmers, entrepreneurs, and political leaders. They shape ideas about appropriate behaviour, work, roles and responsibilities for men and women. Social beliefs, gendered roles and past experiences affect women's perception and self-confidence about their own ability to handle changes in livelihood.

Climate change affects women particularly hard since their livelihoods are often dependent on natural resources that are sensitive to climate variability. Women are more exposed to climate change than men because they are poorer, less educated, possess fewer assets and are not involved in political and household decision-making processes that affect their lives.

### **3.2 ISF Theory of Change on livelihood resilience**

The identified drivers of change, problems and conditions to overcome them (assumptions) directed ISF to apply systems change thinking in the ToC. On the other hand, result chains based on the assumptions led to two expected outcomes: a) women have capacity to reform and innovate; and b) women are able to face and overcome livelihood hardships, which refer to the concept of resilience.

The interlinkage between resilience and systems change is well-explained in the action track 5 discussion paper for the UN Food Systems Summit 2021:

“The resilience of people and community results from a combination of interlinked factors that are influenced by multiple systems, a variety of sectors and stakeholders, at different levels, and by a wide range of stakeholders. Consequently, this requires a holistic and intersectional approach to address the concurrent and multiple shocks as there is no single sector or system response option.”

According to Kania, Kramper & Senge (2018) systems change requires that NGOs look beyond any single organization to understand the system by identifying the actors as well as exploring the relationships among these actors, the distribution of power, the institutional norms and constraints within which they operate, and the attitudes and assumptions that influence their decisions. ISF decided to postpone the actor mapping and analysis exercise to the project planning phases in 2022 to improve quality of the project planning. However, ISF country teams listed wide range of actors in the local value networks in the country programmes that influenced finalization of the ToC.

According to so called Social Innovation Generation (SIG) in Canada (e.g. Foster-Fishman & Watson, 2011) systems change is “shifting the conditions that are holding the problem in

place”. Different actors in the system hold a social or environmental problem in place through the following three interdependent conditions:

- Policies, practices and access to resources, the change in which contributes to change in structures
- mental models, the change in which transforms cultural norms, self-efficacy, basis of policies and practices etc.
- relationships/connections and power dynamics, the change in which contributes to structural but also transformative changes

These conditions and levels of change formed a basis for the strategies to improve women’s resilience capacities within the family and community and in relation to the public and private sector actors (result chains in the ToC), with the expected impact in the ToC ‘women have the means to reform their livelihoods and adapt to changes’. The nature of the enhanced capacities is explained in the next two chapters through the interlinking concepts of business resilience and climate resilience.

### **3.2.1 ISF Theory of Change and women’s business resilience**

In the field of development cooperation resilience has been mainly applied and studied in the climate resilience programmes and projects, but less in the field of the business resilience development. Business resilience studies emphasize the importance of individual or organizational motivation, goals, intentions, and aspiration to the business resilience. Intrinsic motivations urge entrepreneurs to succeed and accomplish a goal and external motivations focus on obtaining wealth and status. All in all, being able and interested in changing goals and goal-specific intentions is crucial for entrepreneurs to adjust to changing situations. (Carsrud & Bränback, 2011). In the business leadership studies creativeness, capacity to reform and innovate and future orientation are emphasized.

Global Entrepreneurship (GE) Index that compares entrepreneurship globally at country level includes a combination of individual abilities and capacities and systemic factors that enhance or restrict entrepreneurship (Valtioneuvoston selvitys- ja tutkimustoiminta, 2016, p. 54-55):

- People's attitudes on entrepreneurship, variables such as abilities to recognize opportunities, to accept risks, and to utilize networks.
- Ability of the systems to enhance entrepreneurship, e.g. access to finance, human capital, and technology.
- Aspirations, variables such as the number of startups and innovations, and the internationalization of companies.

ISF approach to improve women's business resilience aims to build women's entrepreneurial characters and abilities in the spirit of power typology (power within and power to) and systems change (changing mental models, relationships and power dynamics). ISF facilitates women's cooperation with experts, service providers, market actors and decision makers (power with) to change power dynamics and improving women's access to resources and services. In addition, ISF addresses discriminatory social gender norms and practices at the household level to transform mental models within the household (see annex 3 for more detailed explanation).

All this work aims to increase women's absorptive, adaptive, and transformative capacities (Oxfam, 2017) to respond, recover and learn from hardships, and ability to adapt livelihood patterns in the unknown future. Absorptive capacity allows intentional protective actions to known shocks and stress, such as using savings to cover losses. Absorptive strategies maintain stability.

Adaptation capacity means "intentional, incremental adjustments in anticipation of or in response to change, in ways that create more flexibility in the future" (Oxfam, 2017, p. 17). Adaptation strategies, e.g. improvement in innovation capacity, accept constant change and intend to develop systems that endure it.

Transformative capacity is the capacity to make intentional change to stop or reduce the root causes of vulnerability, poverty, and inequality. Transformative strategies aim to strengthen justice and give fair chances for all. (Oxfam, 2017). ISF work to change rigid gender norms and reduce gender-based violence are transformative. ISF aims to increase women's solidarity and activism towards decision makers, which can materialize in transformative changes, e.g. women representation in the decision making.

ISF participates advocacy discussions and campaigns in Finland. Advocacy work in Finland is not part of the ToC that focuses in programme implementation in the global south. Still, in the long-term, fruits of this work can have transformative implications, e.g. promotion of the Human Rights Due Diligence and the changes in global taxation or emission levels.

### **3.2.2 ISF Theory of Change and climate resilience**

Poor people have limited knowledge and resources to adapt to extreme weather conditions and natural disasters and to mitigate climate change. Local conditions, such as condition of the nature capital and social wellbeing, either reduce or exacerbate the impacts of the climate change. In the ToC, ISF focus is in enhancing resilience of individuals, farms, and business collectives and on some levels the resilience of local food and farming systems when improving functions of local value networks or enhancing local problem-solving and innovation capacity.

According to the ToC, ISF aims to identify absorptive, adaptative and transformative strategies to improve climate resilience. Absorptive strategies try to limit negative impacts and increase 'bounce back' capacity, e.g. investments in early warning systems and bunds to protect property from flooding.

Cooperation with experts and climate smart investments support farms and farming systems to adapt to new situations, e.g. through the development of farm and/or farming system disaster risk reduction plans (inc. land-use planning) and the establishment of local innovation platforms to support sustainable management and profitable use of natural resources.

Food (human consumption and animal feed) is responsible for approximately 26 % of global GHG emissions. Food production and land use produce about 80 % of these emissions and the supply chain accounts for the rest. (Poore & Nemecek, 2018). Expert cooperation and investments develop local capacities to mitigate climate change, for example by using low emission energy sources and farming methods that increase return of organic material to



feed the soil. Mitigation and adaptation go hand in hand, for example agro-forestry improves soil fertility and water retention and increases carbon sequestration.

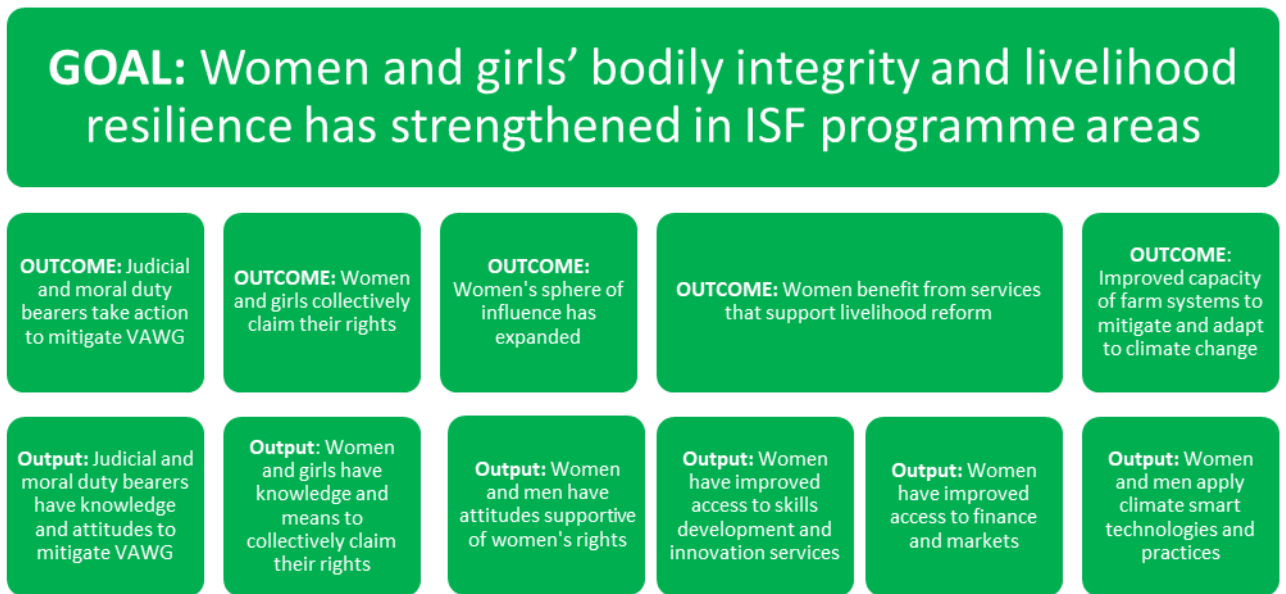
Transformative capacities are enhanced in the ToC by strengthening women's economic and public roles. Women's association to business collectives enables them to establish cooperation with experts, government service providers and private sector, as well as own and use new technology and land. Changes in the very structures that cause and maintain inequality, expand women's ability to make strategic life choices, particularly in the contexts where this ability has been denied from them, which in turn is critical for climate resilience.

#### **4 The results matrix**

After the ToC finalization, ISF launched an open call for project proposals in Somaliland and Kenya. As a result of the call, five local partners were selected to implement livelihood projects in Somaliland and Kenya in collaboration with ISF. In this phase, a consultant did the first context analysis in Ethiopia, which gave new information about the operational environment in the ISF programme area. ISF will expand its programme in Somalia to Puntland, that was included in the Somalia problem analysis and country programme development process. Concrete concept notes and background information from new programme areas supported the formulation of the realistic results matrix for the ISF programme period 2022-25.

The theory of change and results matrix are key elements of the ISF result-based management system, which covers all phases of the programme and project life cycles. Results monitoring at the programme level is done primarily against the results matrix for the programme goal, outcomes, and outputs and their indicators (annex 4).

Figure 2 Result chain of the ISF programme



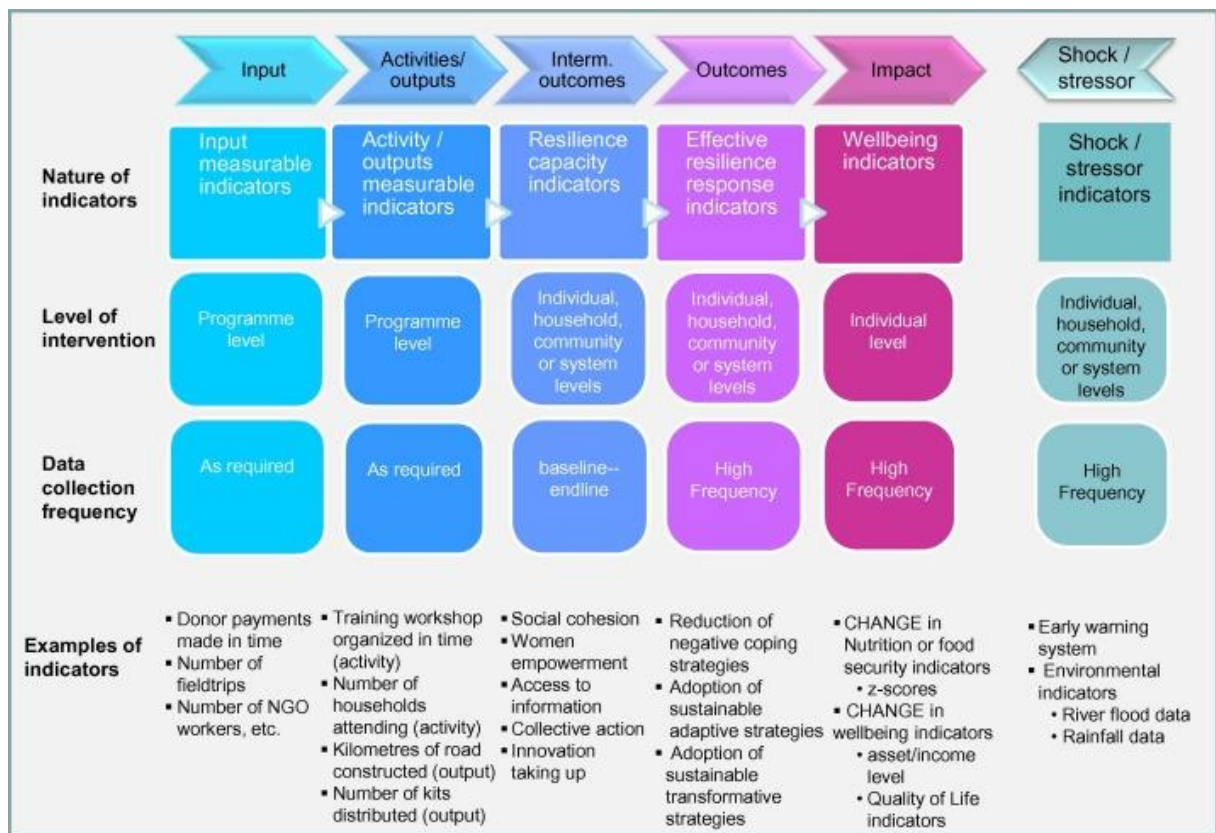
Goal is the highest result that the programme aims to achieve. It relates to the objectives at district or national levels and other actors besides ISF contribute into it. In goal level some measurable progress should be feasible in four years (programme period), although the programme may contribute to long term change that continues after the programme ends. Outcomes are intermediate results, such as changes in attitude, behavior, capacity, resources, and responses of institutions or systems. ISF expects to achieve the outcomes in four years. Outputs are immediate results from activities, e.g. changes in and application of knowledge, skills and resources. The programme has direct control over delivery of the outputs and the change occurs by the end of the programme. What comes to indicators, they are sign of the change expected and materialized, hence, they are a reflection of the practical work.

#### 4.1 Measuring livelihood resilience

As a concept, livelihood resilience is dynamic and comprehensive - the capacity of people and communities to respond and learn a range of environmental, social, or economic disturbances, and ability to adapt livelihood patterns in the unknown future. Knowing which components constitute the resilience of a system depends on the scale and nature of the disturbance, context, and the target group of the resilience analysis. This context and scale-specific nature of resilience makes identification of all-inclusive indicators challenging and

their monitoring requires costly and time-consuming surveys and systems analysis. (Jones and Tanner, pp. 7-9). Examples of comprehensive resilience frameworks are FAO Resilience Index Measurement and Analysis Model (RIMA), Oxfam GB Multi-Dimensional Approach to Measuring Resilience and USAID Measurement Framework for Community Resilience, which are based on the resilience studies (e.g. Frankenberger et al. 2014, Béné et al. 2015, Frankenberger and Nelson 2013). See below a logframe framework by Béné, Frankenberger and Nelson (2015, p. 15).

Figure 3 Result chain and indicators for resilience



It is hard to measure ability to deal with change (adaptive capacity), but in fragile states as in Somalia one wonders if resilience building requires minimum preconditions to be possible to measure in the first place, e.g. functioning governance structures and private sector. Other challenge is to find indicators that measure future resilience - things that contribute to resilience now might not do so in the future.

In recent years, broad quantitative results matrixes have been complemented by measuring subjective resilience, using people’s perceptions to quantify household or community

resilience to specific disturbances (e.g. Jones and Tanner, 2015 and Béne et al., 2016).

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, measuring subjective resilience helps in identifying factors that contribute to increased resilience and consequently support effective planning of the resilience-building activities.

I developed for ISF a livelihood resilience results matrix that is possible to execute with ISF resources. In the outcome and output levels improvements in women's resilience capacities are measured: human capacity (knowledge and skills, use of time), social capacity (women's association and solidarity, access to services and expertise, women's sphere of influence), and natural, physical and financial capacity (access to assets).

In the goal level, one indicator measures level of resilience response, in other words efficiency of built resilience capacities, by using qualitative and subjective resilience tools for the assessment of: 1) level of prioritized disturbances; 2) self-evaluation of the effectiveness of resilience response to the disturbances; and 3) the strategies that contributed to the recovery and positive response. I selected OECD and Jones and Tanner set of questions to evaluate subjective resilience response in the second point and the third point applies the most significant change technique. An example approach and questions are presented in the annex 5.

Frankerberger et al. (2014) highlight some of the weaknesses in NGO resilience measurement practices:

- contextual factors and systems are underrepresented
- Households and communities are the most common scales of measurement, where multi-level and systems-oriented approaches might be more appropriate. Currently there is no measurement framework that allows simultaneous multi-scale measurement.
- the interval between a shock and data collection needs to be minimized and data on ongoing stresses should also be collected
- tendency to focus on capacities that align with an organisation's theory of change

ISF results matrix is conventional and has its limitations that derive from the small size of the programme, capacity of the local implementing partners and ISF capacity to analyse comprehensive and dynamic changes in the system level. The result matrix mainly focuses on measuring individual or household resilience capacities and responses. But still some programme approaches focus on improving a system's resilience.

Firstly, in improving climate resilience ISF aims to promote in farming system level planning that considers food-energy-forest-water nexus. Every farmer in ISF programme areas deals with this nexus daily. Combining women's empowerment with nexus approach will be a challenge, because both men and women use natural resources and men control most of the land. In the result matrix, the output level indicators address water, soil conservation and energy and the outcome level indicators cover beyond-farm changes measured through erosion level and levels of crop and animal losses. If all the variables in the indicators are improved significantly in one project area, change might be reality at landscape level.

Secondly, ISF ToC has result chains that promote important structural and behavioral characteristics of the market systems resilience, studied by USAID (2018): connectivity and cooperation, diversity, balance in power dynamics and evidence-driven decision making. ISF result matrix does not have indicators that measure these characteristics, but the most significant change method (see annex 5) can reveal positive changes that relate to structural and behavioral changes in system level.

## **4.2 Measuring empowerment**

For ISF personal empowerment is a starting point for the entrepreneurship development process but also a result that is an engine to sustainable business development. For ISF empowerment means a process by which people expand their ability to make strategic life choices (power to), particularly in contexts in which this ability had been denied to them. The ability to exercise choice encompasses three dimensions: resources (access and future claims), agency (processes of decision-making, negotiation and even deception and manipulation), and achievements (well-being outcomes). (Kabeer 1999). Important psychological factors of empowerment are the sense of self-respect, self-efficacy and

awareness of rights (power from within) as well as acting collectively towards shared interests (power with). (Rowland, 1997 and Alkire and Ibrahim, 2007).

There are several results frameworks that measure women's empowerment, e.g. Oxfam, Care International and FAO pro-WEAI tools. They all have their roots in the theory of structuration (Giddens, 1998) that is based on the analysis of both structure and agents: a) change in agency (confidence, self-esteem, consciousness and aspirations, knowledge, skills and capabilities); b) change in relations (social networks, group memberships, activism, negotiations); and c) transform structures (discriminatory social norms, values and exclusionary practices, laws, policies, procedures and services).

In the goal level ISF measures women's personal empowerment by monitoring change in women's self-efficacy (annex 5). Psychologist Albert Bandura (2010) has defined self-efficacy as "belief in one's ability to succeed in specific situations and accomplish a task". One's sense of self-efficacy plays 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 (not present at birth) and dynamic (ever-changing). (McAdam, 1986). In goal level ISF also monitors also prevalence of intimate partner violence against women, which is an important indicator in all the women's empowerment frameworks.

Several elements of the women's empowerment (change in capacities and relations) are measured through indicators explained in the previous chapter. In addition to these, ISF ToC highlights the importance of gender norms as root causes to women's challenges in livelihood and violence against women. In the results matrix, change in gender norms and roles is measured in outcomes two and three: women and girls collectively claim their rights, and women's sphere of influence has expanded. Indicators under these outcomes focus on women's group membership, participation in public discussion and affecting decision making, and women's perceptions on their influence on family decision making. ISF results matrix is not comprehensive compared to Oxfam or FAO frameworks, but it matches ISF scale of programme.

## 5 Conclusions

The long and participatory approach to combine the assessment of the past programme experiences and ToC formulation was a good experience and choice. A ToC based on both own practice and the analysis of the approaches of other development actors and academics, produced a ToC that was a good basis for country programme development, open call for proposals and formulation of the results matrix. The selected approach limited the possibility to develop a ToC based purely on the change needs, but it still made it possible to add new topics alongside the previous ones. The ToC problem analysis and assumptions identification brought in new perspectives to programme implementation strategy. Firstly, a need to address gender norms and roles in more systematic way, secondly, a need to deal with the challenges in the entrepreneurial environment and thirdly, the importance of landscape level approach when addressing environmental degradation. The needs identified are wide-ranging and challenging and difficult to deliver but ignoring them would jeopardize the positive development impact of the programme.

One gap in the process was that the vulnerability analysis covered only women and overlooked the challenges of men and family farms, which are ISF programme targets in Somalia and Ethiopia. While developing the ToC, this challenge was acknowledged, but ISF made a conscious decision to develop a brand ToC that emphasizes women's empowerment. For this reason, the ToC lacks means to promote farming system or landscape level planning to combat climate change and environmental degradation, and it focuses in illustrating change in people and their relations, but not directly changes in environment. The latter are better addressed in the result matrix. Anyway, the project planning phases in the beginning of 2022 will cover this gap as all the local partners will conduct, among other analyses, a climate vulnerability and opportunity analysis. If need arises, I recommend updating existing ToC to match challenging conditions in Somaliland and Puntland. This process might enlighten further ISF approach to livelihood resilience and help finding new ways to enhance resilience in fragile states.

As a concept, livelihood resilience is challenging to NGOs because it embraces change needs in different sectors and actors at the same time. The funding instrument to civil society primarily supports civil society in the global south and final beneficiaries, hence,

undermining the importance of supporting the system. But the funding mechanisms are changing rapidly towards financing multi-actor consortiums, in which every actor works towards the same big goal but all from the perspective of their own purposes. Anyway, every actor should have their own ToC for systems change that defines its respective role in the process. The NGO capacity to support private sector actors is usually weak – poor knowledge on value chain actors and how to develop them. Cooperation within the local value networks is a good way to form allies and add relevant expertise in the development processes.

For my experience, the development of results matrix, especially indicators, is always challenging. It is difficult to assess in advance which changes result to be the most significant, in other words, worth of monitoring. Therefore, I prefer including in the list of indicators so called open end, qualitative indicators that give beneficiaries a possibility to define what changed and why this change was important. The usefulness and practicability of the developed results matrix will be tested in 2022 when ISF collects baseline data, and it is possible to reshape the indicators after the baseline studies. Programme level results matrices or frameworks merge different operational environment under one measurement, thereby in the ISF programme local partners' project matrices will have indicators specific to activity and context, and results of these indicators can be reported in the ISF annual narrative report. This improves the contextual nature of reporting.

The development process of the ToC and the results matrix increased my knowledge and skills and renewed ISF programme thematically and operationally. Action learning materialised both at personal and organisational levels. But the refinement of ISF systemic change thinking for better livelihood resilience should continue towards the next programme period. In the ToC presented in this document, systems change thinking was applied in a reductive way, e.g. problem analysis focused on specific themes and not looking at the possible linkages of other themes and wide range of actors to ISF thematic goals. In this sense, ISF got a glimpse to the systemic thinking and the learning will continue perceiving links and connections and their hierarchies.



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## Annex 1: Prioritized thematic goal and outcomes in the 'stregthubator' process

 SOLIDAARISUUS



3



Possible image caption / credit



Women are empowered to earn sustainable livelihood  
"OSAAVA NAINEN"

Women lead and develop business activities

Collective enterprises are competitive and adapted to climate change

4

Possible image caption / credit



Women's right to bodily integrity and productive role is respected  
"AKTIVISTINAINEN"

Women claim their rights to livelihood and bodily integrity

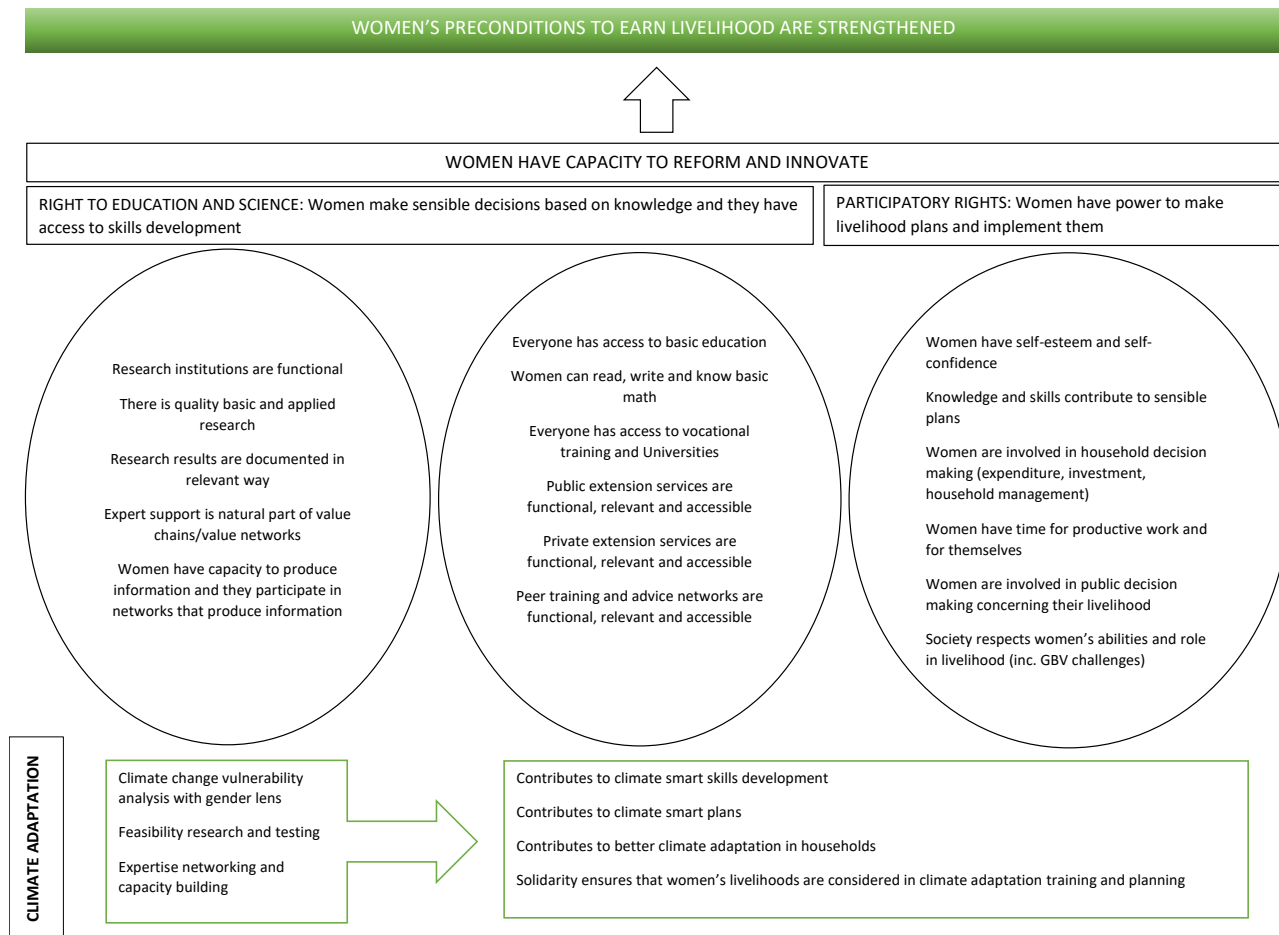
Men respect women's bodily integrity and productive role

Duty bearers invest in women's security and livelihood opportunities

5

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## Annex 2: The first working paper on the Theory of Change



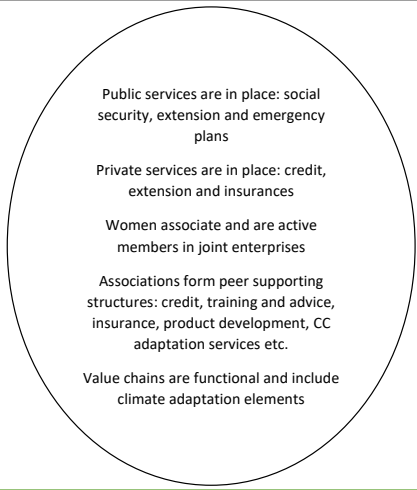
WOMEN'S PRECONDITIONS TO EARN LIVELIHOOD ARE STRENGTHENED



WOMEN ARE ABLE TO FACE AND OVERCOME LIVELIHOOD HARDSHIP

**PROPERTY RIGHTS:** Natural, physical and financial resources are utilized in sensible and ecological way, and they are accessible to women (focus on women's property rights or ecological use of natural resources?)

**RIGHT TO ADEQUATE STANDARD OF LIVING AND SOCIAL SECURITY:** Public, private and peer safety nets support quick recovery and livelihood sustainability, and they are accessible to women (focus on women or service?)



CLIMATE ADAPTATION

Knowledge based decisions contribute to climate resilient resource utilization and investments at household and society levels

Increased knowledge is used to support district and national level decision making in the use of natural resources

Solidarity supports development of peer services that increase climate adaptation within associations

Solidarity develops climate adaptation services within value chains

Requests for decision makers: emergency plans, forestation plans, hydrological plans and energy production plans

**INDIVIDUAL AND SOCIAL EMPOWERMENT AS CROSS-CUTTING THEME IN SOLIDARITY DEVELOPMENT PROGRAMME**

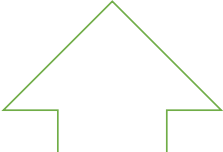
INDIVIDUAL CHANGE: SELF-DETERMINATION AND SELF-ESTEEM (power from within)

CHANGE AT HOME: ROLES AND DECISION MAKING (power to and power over)

CHANGE IN SOCIETY: ROLES AND PARTICIPATION, LEADERSHIP, DECISION MAKING, ASSOCIATION'S POWER BALANCE, OWNERSHIP AND INHERITANCE (power with and power over)

NATIONAL CHANGE: LEGISLATION, POLITICAL RIGHTS, POLITICAL WILL, MONEY, NO CORRUPTION, REVENUE, RELIGION, PARTICIPATION AND LEADERSHIP

INTERNATIONAL CHANGE: TRADE, CLIMATE CHANGE, DEVELOPMENT COOPERATION, SECURITY, VOICE/VISIBILITY



IN WHICH LEVELS SOLIDARITY IMPLEMENTS PROGRAMME ACTIVITIES?

IN WHICH LEVELS LOCAL PARTNERS IMPLEMENT PROJECT ACTIVITIES?

IN WHICH LEVELS SOLIDARITY AND ITS PARTNERS DO ADVOCACY AND CIVIC EDUCATION WORK AS PART OF PROGRAMME?

WHERE IS OUR STRENGTH AND WHAT WE CAN DO WITH PRESENT RESOURCES?

WHICH LEVELS ARE IMPORTANT IN ACHIEVING SOLIDARITY STRATEGIC GOALS?

CAN WE BUILD CAPACITY AND INCREASE RESOURCES?



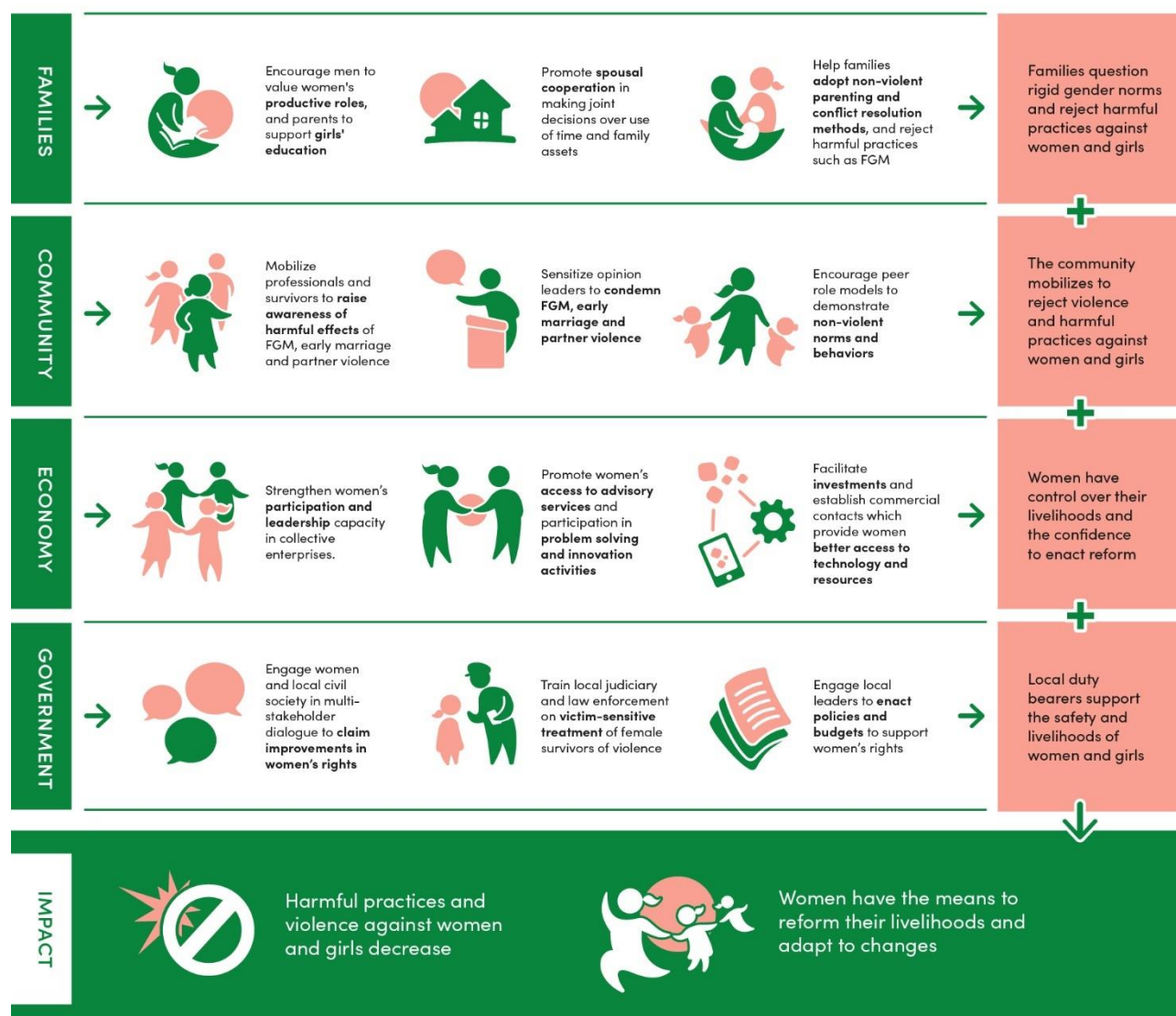
### **Annex 3: The final Theory of Change**

This annex lacks narrative of the impact ‘harmful practices and violence against women and girls decreases’ that was developed by ISF Adviser on Gender Equality Maria Väkiparta.

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, implement development plans 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.

## ISF approach to empower women and girls



### 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, recognize 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.

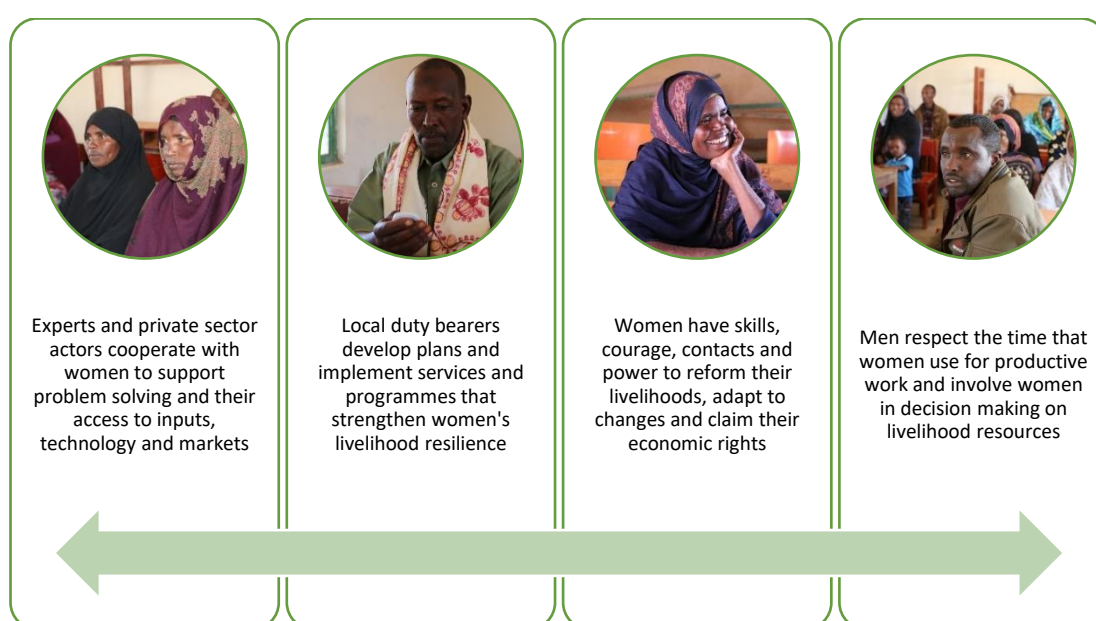
Cooperation between women and experts improves women's knowledge and skills to reform their livelihoods and adapt to changes in innovative and sustainable ways. It also provides new contacts for women, which are important social capital and contributes to sustainability of their livelihoods. In fragile 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 summarizes how the various activities and paths of change are intertwined and support women's livelihood resilience:



## **Annex 4: Result matrix**

The result matrix consists of goal, outcomes and outputs and their indicators that monitor efficiency of the ISF livelihood resilience work. Outcomes one and two were developed together with ISF Adviser on Gender Equality Maria Väkiparta and are included here with her approval and consent.

INDICATORS	DISAGGREGATION	Baseline 2022	Target 2025	MEANS OF VERIFICATION
<b>GOAL: Women and girls' bodily integrity and livelihood resilience has strengthened in ISF programme areas</b>				
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 <a href="#">General Self-Efficacy Scale</a> , annually
<b>OUTCOME: Women and girls collectively claim their rights</b>				
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)
<b>Output: Women and girls have knowledge and means to collectively claim their rights</b>				
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)
<b>OUTCOME: Women's sphere of influence has expanded</b>				
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)
<b>Output: Women and men have attitudes supportive of women's rights</b>				
% 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

<b>OUTCOME: Women benefit from services and networks that support livelihood reform</b>				
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)
<b>Output: Women have improved access to skills development and innovation services</b>				
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
<b>Output: Women have improved access to finance and markets</b>				
% 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)
<b>OUTCOME: Improved capacity of farm systems to mitigate and adapt to climate change</b>				
% 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
<b>Output: Women and men apply climate smart technologies and practices</b>				
% 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)

## Annex 5: Example method to monitor goal indicators

### POSITIVE CHANGE IN WOMEN'S/HOUSEHOLDS' RESILIENCE RESPONSE

#### 1. Assessing severity of the shocks and stressors

- What are the most severe shocks or stressors faced by the business in the last 12 months?
- To what extent did mentioned shocks and stressors affect your farm system/business (ask one by one)?  
no impact (1), moderate impact (2), strong impact (3), the worst ever experienced (4)
- Have you modified your behaviors in response to these disturbances?  
Yes/No.
- How adequate were your responses to addressing the shocks and stressors?  
Not adequate – moderate – completely adequate

#### 2. Assessing resilience response

- If heavy flooding was to occur in my area tomorrow, my business would be better at coping with it than during previous flood?  
NOT BETTER – A LITTLE BETTER – A LOT BETTER
- If heavy flooding was to occur in my area tomorrow, my business would be able to fully recover from the damage caused by the floods in 6 months.  
YES – NO
- If heavy flooding was to occur in my area tomorrow, I would have access to sufficient financial resources to ensure that I fully recover from the threats posed by the floods.  
NO – SOMEWHAT - YES
- If heavy flooding was to occur in my area tomorrow, I would be able to draw on the support of family and friends to ensure that I fully recover from the threats posed by the floods.  
NO – SOMEHAT – YES
- If heavy flooding was to occur in my area tomorrow, I would be able to draw on the support of my organisation to ensure that I fully recover from the threats posed by the floods.  
NO – SOMEHAT – YES
- If heavy flooding was to occur in my area tomorrow, I would have access to (early-warning) information to ensure that we are fully prepared for the threats posed by the floods.  
NO ACCESS – YES ACCESS
- If the rate and intensity of flooding was to increase significantly in 5 years, my business would have the ability to successfully adapt to the changing threats posed by the floods.  
NOT AT ALL – SOMEWHAT - YES

#### 3. Resilience response strategies

Formulate and ask context specific questions to list strategies that are used and to identify the ones that are the most significant and successful. Possible **domains of change** that guide question formulation:

- change in individuals
- change in partnerships
- change in way to produce
- change in organizational performance
- change in communities
- change in policies
- change in asset ownership

**What was the most significant change that contributed to the recovery?**

What has changed in **your knowledge and skills** and how it has contributed to the recovery?

What has changed in **the way you produce** and how it has contributed to the recovery?

- access to natural resources: land, water, better soil etc.
- quality of productive inputs
- planting and sowing, fertilizing, pest management, harvesting, post-harvest handling
- animal production
- new crops, intercropping, cropping cycle
- new technologies

What has changed in your **social networks** and how it has contributed to your recovery?

- family
- friends
- peer groups
- government
- private sector
- experts

What has changed in your **asset ownership** and how it has contributed to your recovery?

- Type of productive assets: livestock, land, forests, water supply, energy supply, buildings, equipment and tools, vehicles

**CHANGE IN TARGETED WOMEN'S SELF-EFFICACY****Self-confidence**

To what extent do you agree with the following statements? (rate)

- I feel that I am a person of worth, at least on equal plane with others
- I feel that I have number of good qualities
- I feel I do not have much to be proud of
- I am equal to my peers (e.g. sisters, friends, colleagues etc.)

**Self-efficacy**

To what extent do you agree with the following statements? (rate)

- I feel like what happens in my life is mostly determined by powerful people
- My life is chiefly controlled by other powerful people
- I can mostly determine what will happen in my life
- When I get what I want, it is usually because I worked hard for it
- My life is determined by my own actions