

She LEADS

Annual Narrative Report



Ministry of Foreign Affairs

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List of Abbreviations

AU	African Union
BAPC	Bureau Assistance et de Plaidoyer Citoyen
CBO	Community Based Organisations
COP	Conference on Parties
CSO	Civil Society Organisation
CSW	Commission on Status of Women
DCI-ECPAT	Defence for Children International – ECPAT
DCIP	Defense for Children Palestine
ECOWAS	Economic Community of West African States
EKN	Embassy of the Kingdom of the Netherlands
EM2030	Equal Measures 2030
FEMNET	African Women’s Development and Communication Network
FGD	Focus Group Discussion
FGM/C	Female Genital Mutilation/Cutting
GAA	Girls Advocacy Alliance
GAN	Global Advocacy Network
GBV	Gender Based Violence
GGYWB	Global Girls & Young Women Board
GSC	Global Steering Committee
GYW	Girls & Young Women
HRC	Human Rights Council
INGO	International Non-Governmental Organisation
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
MENA	Middle East and Northern Africa
MFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
PoV	Power of Voices
PSI	Peer Support Initiative
TdH-NL	Terre des Hommes Netherlands
ToC	Theory of Change
SGBV	Sexual and Gender Based Violence
SRHR	Sexual and Reproductive Health and Rights
UAE	United Arab Emirates
UN	United Nations
UPR	Universal Periodic Review
WRO	Women’s Rights Organisation

Acknowledgements

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This annual report was consolidated by the She Leads consortium desk, in particular the following are acknowledged:

Ethiopia

- Ethiopian Women Lawyers Association
- Network of Ethiopian Women Associations
- New Millennium Women Empowerment Organisation
- The Yellow Movement
- Plan International Ethiopia
- Terre des Hommes Ethiopia Office

Ghana

- Community Aid for Rural Development
- Defence for Children International Ghana
- Erudite Women's Empowerment Foundation
- Plan International Ghana
- Rights and Responsibilities Initiatives Ghana
- Songtoba
- Women Aspire Network

Global

- Equal Measures 2030
- ECPAT International
- Defence for Children International Secretariat
- Defence for Children – Ecpat Netherlands
- FEMNET
- Plan International Netherlands
- Plan International United Nations Office in Geneva and New York
- Terre des Hommes International Federation Geneva

Jordan

- Creativity Club
- Idoun
- Jordanian National Commission for Women
- Jordan River Foundation
- Jordan Women Union
- Plan International Jordan
- Takatoat
- Terre des Hommes Italy
- Terre des Hommes Lausanne

Kenya

- African Gender and Media Initiative Trust
- Kenya Alliance of Advancement of Children
- Network for Adolescent and Youth of Africa
- Pamoja CBO
- Polycom Development Project
- Plan International Kenya
- Terre des Hommes Netherlands

Lebanon

- Amel Association
- Dar Al Amal
- Defence for Children Lebanon
- KAFA (enough) violence & exploitation
- Plan International Lebanon
- Terre des Hommes Italy

Liberia

- Community Health Initiative
- Community Safety Initiative
- Defence for Children-International Liberia
- Kid educational Engagement Project
- Plan International Liberia

Mali

- AJCAD
- A SORO
- DIVAROF
- Plan International Mali
- ROAJELF -Mali
- Terre des hommes Lausanne
- YAG TU

MENA

- Arab Renaissance for Democracy and Development
- Defense for Children International Palestine/DCI MENA Regional Desk

Pan-Africa

- DCI Africa Desk
- Horn of Africa Youth Network
- GIMAC Young Women Network

Sierra Leone

- Defence for Children International (DCI)-Sierra Leone
- Plan International Sierra Leone (PISL)
- Women's Forum Sierra Leone
- Sierra Leone Association of Women in Journalism
- Mirror Africa Sierra Leone
- Girls Advocacy Development Network
- Girls Advocacy Alliance (GAA) Community Group
- Female Force Foundation

Uganda

- Global Learning for Sustainability
- Girl Up Initiative Uganda
- Integrated Disabled Women Activities
- Karamoja Women Umbrella Organisation
- Multi Community Based Development Initiative
- Plan International Uganda
- Terre des Hommes Uganda Office
- Trailblazers Mentoring Foundation
- Youth Advocacy and Development Network



Executive Summary

She Leads, a programme focused on GYW's leadership, is facing challenges due to high inflation caused by the Covid-19 pandemic and the Russian invasion in Ukraine. The high costs of living are forcing girls and young women to find alternative sources of income, putting them at risk of early marriage, trafficking, exploitation, and child labour. The impact on girls and young women is affecting their participation in She Leads, and local organisations are struggling with staff turnover and reduced organisational capacity. Climate crises, continuing conflicts, and political instability in various countries are further exacerbating the challenges faced by the programme. However, there have been positive policy developments promoting gender equality in some countries, such as the National Youth Policy in Ghana and the Gender Empowerment Act in Sierra Leone, and at UN level the first ever policy on GYW's activism.

GYW in several African countries are using media platforms to amplify their voices and advocate for gender equality. She Leads networks have reported positive developments towards the participation of GYW in decision-making spaces at the community level through sensitization meetings with key community leaders. Negative gender norms still exist and awareness-raising efforts need to be continued. GYW are feeling more confident in speaking out and taking space in their communities after awareness-raising efforts.

There are successes in supporting GYW across various countries in 2022. Notably, She Leads supported the Yellow Movement in Ethiopia with flexible financing and allowed it to remain a non-registered group. The She Leads Accelerator Fund in Ghana has piloted a framework that promotes GYW-led groups and networks' influencing activities. In addition, the network has established many safe spaces and facilitated intergenerational collaborations between GYW, women's rights movements, and CSOs. Many GYW groups have opted to register to benefit from development initiatives, and some have successfully influenced local authorities.

GYW are gaining recognition as partners in development and gender equality, and are using their power to influence decision-makers on (sub) national levels. GYW-led groups and organisations are successfully engaging in advocacy and influencing activities, such as participating in public hearings¹, developing roadmaps and submitting memos with key recommendations. Intergovernmental institutions have also adopted key recommendations from GYW participating in She Leads, urging member states to increase meaningful opportunities for GYW to participate in decision-making. GYW are also holding leadership positions in traditionally male-dominated structures at universities and schools, with historic wins in elections for student council presidency and other positions.



¹ It is also important when working with informal organisations to support their reasons for existing, this ensures that we do not disorganise their way of working and leave them without the roots that sustained them.

Introduction

She Leads is a joint programme of Plan International Netherlands, Defence for Children – ECPAT Netherlands (DCI-ECPAT), African Women’s Development and Communication Network (FEMNET), Terre des Hommes Netherlands (TdH-NL) and the Dutch Ministry of Foreign Affairs (MFA). Equal Measures 2030 is a technical partner. She Leads brings together child rights organisations, feminist/women’s rights organisations, and groups led by girls and young women (GYW-led groups) and aims to increase sustained influence of girls and young women (GYW) on decision-making and the transformation of gender norms in formal and informal institutions. Working via three interrelated domains helps She Leads to achieve this goal: central is (1) the enhancement of collective action of GYW in a gender-responsive civil society (civil society domain), (2) supported by increased acceptance of positive social gender norms (socio-cultural domain) and by (3) enabling meaningful participation of GYW in decision-making by political institutions (institutional domain).

Geographically, She Leads focuses on East Africa (Uganda, Ethiopia, Kenya), the Sahel (Mali), West Africa (Ghana, Sierra Leone, Liberia) and the Middle East (Lebanon, Jordan). In addition to programming in these countries, a considerable part of the programming is done at Middle East and Pan-Africa regional and global level, targeting institutions and stakeholders at these levels.

She Leads prioritises six key strategies in achieving success in the three domains:

- Fund and resource girl-led/young feminist organising, collective action and activism.
- Data-driven and evidence-based advocacy & research.
- Catalyse the growth and strength of social movements and collective action for girls rights.
- Media influencing & advocacy.
- Advocate for girls’ access to international institutions and human rights mechanisms.
- Capacity strengthening support and joint-learning between civil society organisations (CSOs), girl-led groups and young feminist organisations.

Description of annual reporting process

The Annual Report 2022 is a consolidation of 12 network reports on She Leads. Each network convened to jointly reflect on changes and developments in their contexts, reviewed their strategies and interventions of the previous year and how these contributed to change. Furthermore, the networks also reflected on their collaboration and performance.

A total of 183 GYW participated in these annual reporting workshops, and shared their experiences in She Leads and their reflections on progress towards our envisioned change. Besides the GYW that actually participated in the network workshops, the input of many other GYW was sought and collected previously to the workshop, for the outcome harvest logbooks and as inputs on progress, collaboration and context.

A very positive experience in the annual reporting workshop of Sierra Leone, and worth mentioning here, is opening up the workshop for external stakeholders (i.e. representatives of the House of

Parliament, National Electoral commission, National Youth Service and Youth Commissions, Ministry of Social Welfare and Gender & Purposeful) to get updates from them on the context and to develop a strategy to enhance collaboration and partnerships between She Leads and the respective stakeholders to increase opportunities and spaces for GYW.

Reading guide

Chapter 2 of this annual report includes a (2) reflection on the main (new) developments in the external and internal contexts and the effects on She Leads programming since the submission of the annual plan 2023. The subsequent chapter reflects on results, outcomes and impact. The learning journey that She Leads undertook in 2022 is described in chapter 4. The ambitions and progress on collaboration and performance – with a special focus on inclusion, power dynamics and safeguarding – are described in chapter 5. The final chapter presents financial progress.

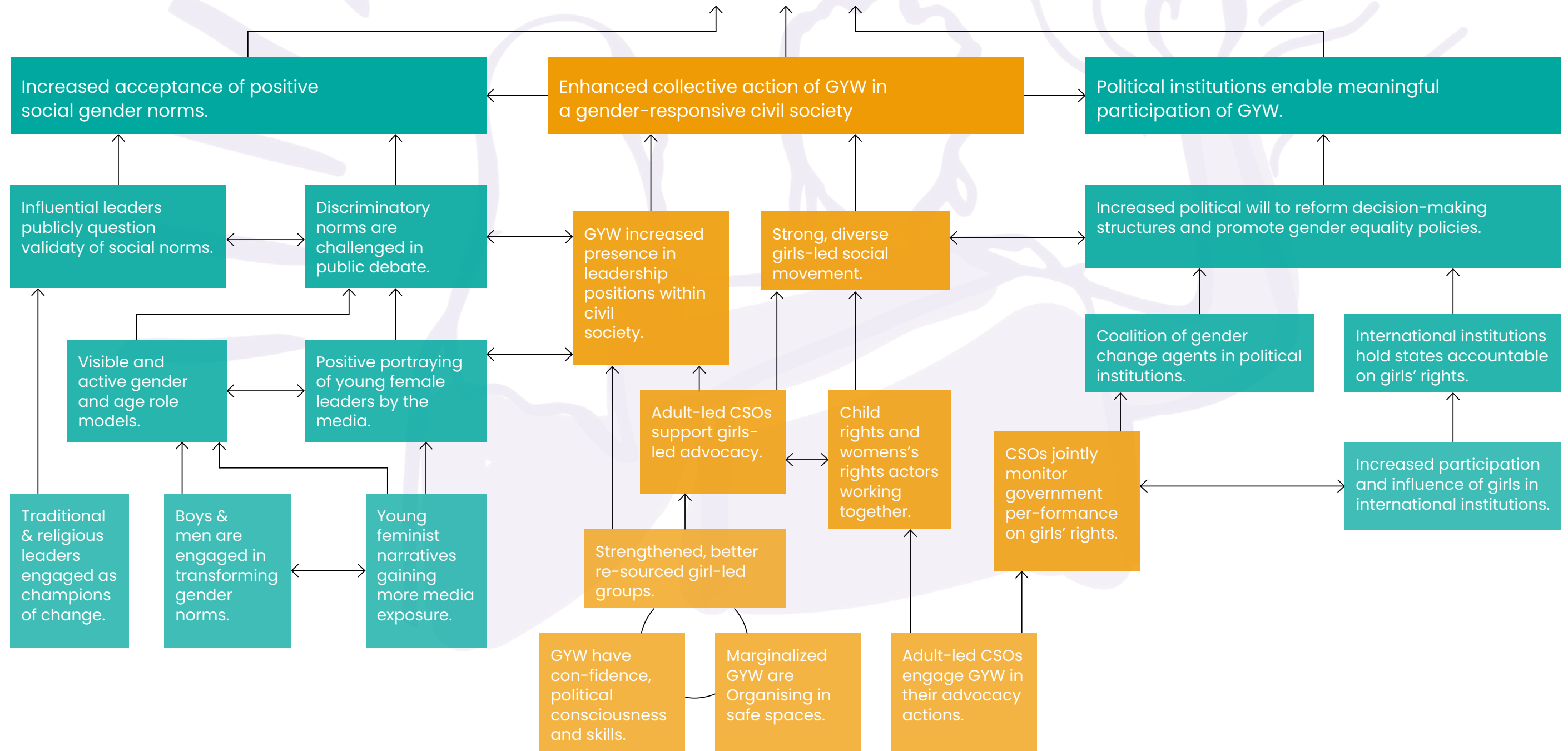
Theory of Change

Impact:

GYW perspectives are included in gender-responsive laws and policies and societal norms & practices.

Strategic objective:

Increased sustained influence of GYW on decision-making and the transformation of gender norms in formal and informal institutions



Socio-cultural domain
Community mobilization, awareness raising, media advocacy

CSO domain
Capacity strengthening & exchanges, resourcing GYW, movement building, linking, networking & learning

Institutional domain
Lobby and advocacy, evidence generation/research

Contextual Analysis

2.1 External developments

Economic aftershock of Covid-19, aggravated by the Russian invasion in Ukraine and inflation.

The implementation of She Leads is experiencing high inflation that emerged during the Covid-19 pandemic and is aggravated by the Russian invasion in Ukraine. Each She Leads network reports serious challenges to the programme implementation and their programme participants – specifically girls and young women – caused by high inflation. High costs of living force girls and young women (and their families) to find alternative sources of income and expose them to serious risks of early/child marriage, trafficking, exploitation and child labour. We observe that girls and young women are becoming anxious about the economic situation and that they are burdened with it. The impact on GYW also affects their participation in She Leads. In addition, exchange rate losses and devaluation of the EUR make implementation more expensive compared to the initial budget and activity plan. Networks have revised their budgets and contingency planning. Much of the planned activities are organised in places where programme participants have the least transportation costs. Unfortunately, this is not always possible,

potentially excluding GYW from remote areas or those that have special needs when travelling. Activities are merged and reduced, or networks have to decrease their targets. In addition, staff turnover is high in local organisations as employees are looking for higher salaries. For Local organisations it is often not possible to index the wages of their staff, so salaries are often not meeting the increases in costs of living. Decreasing the scope of She Leads interventions requires the various networks to review the expected results and impact of the programme. This exercise will be done after the first findings of the midterm review are available (Aug 2023).

The effects of the economic crisis are felt hardest by local CSOs, especially those that are informal and run by GYW. These CSOs already have a hard time finding sustainable funding, strengthening their (organisational) capacities, and gaining access to influence. The current high levels of inflation, including its unpredictability, and the effects of this on the daily lives of young people – GYW in particular – running their groups/organisations is becoming increasingly difficult.

These challenges are seen across civil society; hence we urge the MFA to critically reflect on how this situation affects the efforts to strengthen civil society via the PoV framework and what kind of support to civil society is most needed given the current realities. A reflection on the MFA's expected results and impact of the ToC, including its timeframe, seems of importance.

Climate crisis

Uganda, Kenya and Ethiopia experienced severe droughts in 2022 and led to movement of GYW in search for food, water and alternative income. In low- and middle-income countries, agriculture is the most significant area of employment for women. GYW engaged in small-scale farming are exposed to risks in the search for alternative income such as transactional sexual relationships, sexual violence, exploitations, but also teenage pregnancies and school dropouts. In addition, the adverse climate effects have an impact on the participation of GYW in She Leads. The COP27 taking place in Egypt last year, was an important platform to discuss issues related to climate adaptation, resilience, and mitigation of climate shocks. At the summit,

governments agreed to start developing a fund to compensate global south countries for the loss and damage caused by climate change, a move that came after years of civil society advocacy.

Continuation of conflicts and political instability

Ethnic relations in Ethiopia are in heightened tension on the political stage as a result of the different conflicts and war in the country. In 2022, GYW remained under threat as they face sexual violence, femicide and dropped out of school. She Leads' work at Mekelle University (Tigray region) is still on hold because the campus remains closed. Last year, the campus was targeted by a drone strike putting a physical danger on young people.

The tension between Mali and France increased to a climax and led to a suspension of projects financed by French funds. This tension also affects organisations receiving foreign funding more broadly, as they have to report monthly on the status of their projects. The collective sanctions from ECOWAS on Mali following the 2nd coup were lifted in June 2022. The transitional government is still in place, however.

The increased conflict and instability in Mali and Burkina Faso are spilling over to neighbouring countries, leading to increased tensions, security threats and concerns in (parts of) other countries in West Africa. Programmatic support to Mali is difficult with restrictions of travel due the heightened security risks. Last year, the government of Ghana issued a warning for heightened terrorist risks in the country, particularly in Northern Ghana which borders Burkina Faso where risks for kidnapping, ritual killings and turmoil between communities have also increased. Particularly in the implementing Upper West region this has limited GYW from participating in programme activities, due to fear of this violence.

Since the Lebanese elections in 2022, the country still does not have an acting government because of various disagreements. Lebanon continues to experience multiple crises including the economic collapse, lack of political leadership, and education crisis and an outbreak of Cholera in October last year, as a result of lack of clean water and hygiene. The open-ended teachers' strike of last year, leaves an entire generation of children and young people missing out on schooling, leading to long-term damage on prospects for the country's economy and future.

Law & policies

In Ghana, the National Youth Policy is launched. The policy includes issues on gender equality and participation of young people in decision-making. The youth policy institutes gender equality as one of its core principles and thus provides a solid basis for GYW to make demands on the government for the supply of services to propel their empowerment. The policy will augment the work of She Leads in Ghana. In Sierra Leone a number of major policy and institutional reforms happened in 2022, some of them promoting gender equality. This includes the Gender Empowerment Act of 2022 that ensures that at least 30% of all elective positions go to women, which is something to look forward to with planned national elections in June 2023. Other developments include the Customary Land Right Act of 2022, which removed barriers for women's access to land in Sierra Leone, and the Political Parties Act 2022, which sets out to ensure that at least 30% of all executive positions in a political party goes to women. Following up on developments in Benin and Sierra Leone, lawmakers in Liberia debated and

prepared legislation that would legalise abortions in most circumstances. The outcome is yet unclear. The Jordan government passed a new child rights bill in 2022. The bill is designed to protect and promote the rights of children; it outlines the responsibilities of parents and guardians, and it includes the establishment of a National Children's Rights Commission and a Children's Ombudsman. The bill also defines the responsibilities of the government in protecting children, such as providing access to services and ensuring that children are represented in decision-making processes. The passed bill on the Children's Rights Law led to a wide debate in Jordan, between those who support the law and those who believe it is a Western agenda that aims to destroy the Jordanian Family Head system. Opinions opposing the draft law include that it violates Islamic Law and Jordanian societal values.

Restrictions civic space

States affected by conflicts and crises, such as Ethiopia and Mali, often see civil society as a source of counter-power and counter-narratives, and as a competitor for resources. In Ethiopia, activists and journalists have been detained by a state determined to control the flow of information. Our partners in Ethiopia report that it is very difficult getting media coverage on GYW issues by CSOs. People in power hold this back because they fear dissenting views from CSOs. In Mali, the government has banned the activities of civil society organisations that receive funding from France, impacting on organisations providing humanitarian support to people affected by the conflict. All other NGOs have to report monthly on the status of the implementation of their project, specifying, among other things, the activities carried out, the number people targeted, the amount of budget used and the sources of their financing. The Jordan Cabinet approved a by-law late 2022 prohibiting partisan activities at higher-education facilities including political meetings, demonstrations and rallies. This exemplifies Jordan's downgraded "repressed" civic space and does not allow or encourage young people to shape their political participation.

In August 2022, Israeli Defence Forces raided offices and ordered the closure of six Palestinian human rights organisations, including consortium member Defense for Children - Palestine (DCIP), involved in the implementation of the She Leads Regional

MENA programme. Its director was summoned for interrogation afterwards. These actions are a further escalation of the Israeli authorities designating the same six organisations as terrorist organisations at the end of 2021 and is another step in the crackdown on Palestinian civil society. Although DCIP continues to push through their work, these escalations and the continued intimidation does have an effect on the organisation, its staff members and their ability to do their work.

Several countries where She Leads is being implemented, experience increased hostility and violence against the LGBTQI community. The rise of online conspiracy theories accusing international forces of "promoting homosexuality" on social media contribute to this. This has detrimental effects on the human rights movement, and in the case of Uganda it leads to a potential life-threatening situation. For future partnerships, the consortium organisations agreed that an emergency service mechanism should be in place that allows money to move fast in the case of a life-threatening situation. In addition, the MFA should consider building a central emergency service mechanism within the new framework.

She Leads puts immense efforts into engaging with the international system to secure international commitments and human rights norms on gender equality and hold countries accountable to deliver on these. CSOs - specifically those run by GYW - and GYW activists from the Global South continue to be excluded from these systems and influencing spaces because of lack of financial resources, accreditation and visa denials such as we have seen during attempts of GYW in She Leads to physically engage in the CSW of 2022 (and 2023). According to CIVICUS the international system is still built around states and their interests and provides an open door to powerful private sector interests.

2.2 Internal developments

Staff turn-over

In this reporting period, a number of colleagues in various networks transitioned to other positions within or outside organisations that are members of She Leads. Four network coordinators (Liberia, Mali, Lebanon and Jordan) also transitioned to positions outside the She Leads consortium. Their successors

started in the course of 2022 - early 2023: Martina (Liberia), Nènè (Mali), Melissa (Lebanon) and Sarah (Jordan + MENA). Lastly, the consortium organisations Terre des Hommes Netherlands appointed a new Director to the organisation. Julie Verhaar started in 2023 in this position and is now a member of the Directors' Meeting of She Leads.

Well-being & safety

The raid and office closure affected the work on DCIP in the context of She Leads activities at the MENA regional level, since assets of the organisation, including laptops, documents and files (including child beneficiaries' private information) were taken and part of the head office is still sealed and closed and thus inaccessible. Pressure worries and stress on the DCIP staff increased further.

Network membership

On network level, changes in the composition of membership occurred in 2022. With a few organisations the She Leads partnership will not continue in 2023 for various reasons including different views on collaboration and values. This concerns a total of five organisations in Mali (DIVAROF), Liberia (SICOE), Ghana (GENCED), Lebanon (Family Rights Forum), Jordan (AWLN) and MENA (AWLN) regional level. New partners joined She Leads: KAFA (Lebanon), Idoun & Creativity Club Karak (Jordan) and ARDD (MENA).

2.3 Risk update including lessons learned

The risks and mitigation strategies as identified during program development remain relevant and valid. The risk matrix is included in **annex A** and the most important updates are outlined in this section. Late 2022, one of the consortium partners received an anonymous report of potential fraud by a senior management representative in a country office. An internal audit confirmed some of the issues raised in the report. In 2023, the consortium partner commissioned an external audit following their protocol. The report is shared with MFA (impact on She Leads funds is very limited). Lessons learned will be reported on in the annual report of 2023. In almost every network, the effects of the global economic crisis materialised. The impact on scope and impact will be assessed in 2023 and reported on in the Annual Plan for 2024.

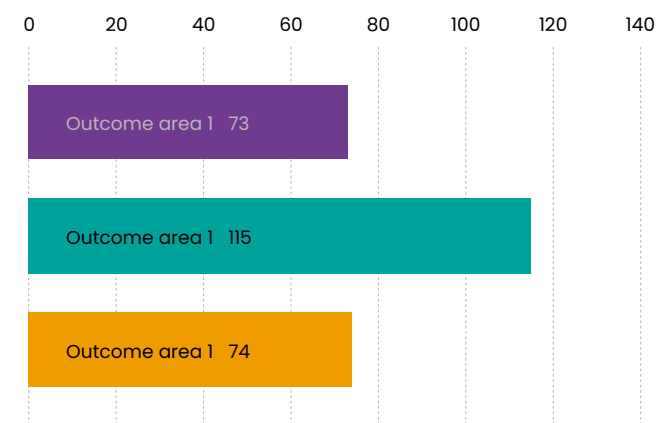
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Reflections of outcomes of She Leads in 2022

2022 marks the second implementation year of the She Leads consortium. In this section a reflection on She Leads' progress towards the envisioned outcomes and impact is presented. Each network shared their most important identified changes in the socio-cultural, civil society and institutional domain: the subsequent paragraphs describe these in more detail, a total of 262 signs of change were identified by the different networks, including two negative signs.



Bar chart: Number of signs per outcome area



A total of 262 signs of change are identified by networks. Most of them are identified in the civil-society domain.

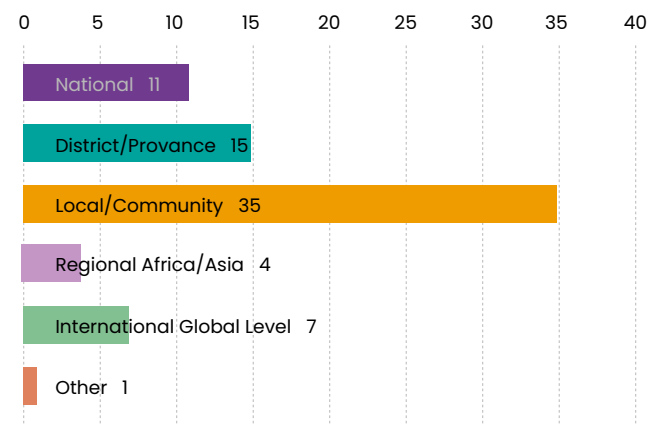
3.1 She Leads result framework and MFA basket indicators

She Leads reports annually on three basket indicators from the SCS framework: WRGE 5.2.1, SCS 7 and SCS 6. These indicators tell us something about reach, representation and capacity. For the reporting in IATI on these indicators, She Leads follows the Tier definition as set out in the SCS indicator guidance. The actuals for 2022 can be found in annex B.

To capture all CSOs that are involved in She Leads, we added an additional Tier in our measurements: Tier 3 organisations. Tier 3 organisations are the organisations/groups not formally contracted by any of the Tier 1 organisations, but nevertheless directly support and work with. In many cases these are the groups and organisations led by girls and young women. The actuals for 2022 of Tier 3 organisations can be found in annex C. This annex focuses on capturing the details of tier 3 organisations engaged in She Leads across networks. Specifically those measured under WRG046, WRG048, SCS072, SCS 074, SCS062, and SCS064 are important in context of the She Leads partnership.

3.2 Social-cultural domain: increased acceptance of positive social gender norms

Bar chart Outcome area 1: Signs per level



Most signs of change are identified at local/community level

Media influencing & Advocacy

GYW are gaining access to media spaces and platforms to amplify their voices in many countries She Leads is active in. Traditional (TV and Radio) and social media (TikTok, WhatsApp, Instagram, Twitter) have been widely used as a platform to disseminate advocacy messages towards communities and decision-makers on positive effects of gender equality and meaningful participation of GYW in decision-making. In Liberia, Ghana, Mali, Sierra Leone Uganda and Kenya, GYW gained free airtime on radio and/or TV to discuss their issues, present calls to action to hold governments and decision-makers accountable and to strengthen the movement for girls' rights. GYW acquired free airtime after workshops and dialogues conducted by, She Leads and GYW with media outlets and journalists (Uganda, Sierra Leone, Pan Africa) or created partnerships with media outlets (Ghana, Sierra Leone, Kenya). In Sierra Leone and Uganda, for example, the talk shows are part of returning programming. According to the different networks, the free airtime to GYW or increase in reporting on their issues are signs that these media outlets are supportive to commit resources to amplify young feminist narratives.

GYW are increasingly using their media skills to promote their work and issues on social media.

Much of their online activism relates to international commemoration days such as International Day of the Girl, International Women's Day, 16 days of activism and their respective hashtags. Year round, online work can be found via #SheLeads. The Pan-African Network launched two social media campaigns in 2022: #SheBoldySpeaks on the positive portrayal of GYW in the media and #ISpeak4MySelf focussing on incubating the implementation of the ambitions of Africa's GYW including visibility, authenticity, agency, safety and equality by using artistic expressions in conveying their messages and holding governments to account.

In Ethiopia it was harder to collaborate with traditional media (TV, Radio, newspapers) because of the influence over media reporting by people in power. Additionally, the network reported that social media engagement is also not functioning yet, because of the political situation in the country. They did succeed, however, in sharing advocacy messages on GBV via Amhara Mass Media, resulting in 46 GBV survivors in Yelmanadensa woreda receiving free legal aid.

Community engagement, mobilisation & role models

A majority of networks report positive developments towards acceptance of positive social gender norms that encourage the participation and leadership of GYW. Engagement with parents, caretakers, teachers, religious leaders and chiefs included regular sensitization meetings on implementation and use of by-laws and dialogues on gender equality, feminism, and leadership of GYW in decision-making. In several regions we identified developments in the level of representation of girls and (young) women in decision-making spaces at the community level. In Liberia there are requests in one county to revise their by-laws and open-up electoral positions to women. Memoranda of Understanding with key leaders and religious institutions (Liberia, Ghana) are signed to enhance the participation of girls and (young) women in decision-making. More concretely, the Queens Mothers Association & Chiefs in (Wa, North-West Ghana) appointed 10 new young women as queen mothers, and four female Chiefs were appointed (Lofa County, Liberia) for the first time in history. And

in the Northeast Region of Ghana, via the work of champions of change, 14 new positions for female representation in Chieftaincy decision-making processes are adopted. We also see, as a result of sensitization on by-laws Community-based child protection mechanisms are used. In Ethiopia, GYW collaborate with CBOs and law enforcement bodies on the use of existing by-laws and reporting routes to protect girls. This led a boy convincing his mother - who is an FGM/C practitioner - to stop since January 2022. A GYW advocate from Daoudabougou (Bamako, Mali) talked to her family, that traditionally practice FGM/C. After this discussion her sister, who just gave birth to a girl, decided not to cut her. A former practitioner of FGM/C in Mopti Region (Mali) has committed herself to accompany GYW in the fight against FGM/C and stopped performing FGM/C herself. And a GYW advocate from Pélégana (Ségou, Mali) identified and referred two cases of GBV to the BAPC after following awareness-raising actions in her community in November 2022.

The negative gender norms that are prevailing in the communities are deeply embedded and transferred from generation to generation. This remains a daily reality in many countries She Leads is active in. The Children's Rights Law in Jordan provoked controversy and misunderstanding between those who believe it protects children from violence and those who say it is a Western attempt to eradicate the Jordanian family head system and incites children to leave their religion. Awareness raising and engagement of the community remains a continuous and important process. Sensitization of parents/caretakers (Sierra Leone, Liberia, Lebanon, Jordan, Ghana) and the community builds trust and shows the necessity with parent/caretakers and communities to let GYW participate in this partnership, take positions of leadership and speak out on the issues they care about. There are positive developments identified that build on awareness and engagement strategies applied in the Girls Advocacy Alliance. The appointment of a female Chieftom Speaker in Kamjei (Sierra Leone, GAA implementation area), for example, after awareness raising and dialogues in this community. Boys & men are deliberately engaged with specific activities on positive masculinity. In Ethiopia, a boy stopped his mother from practicing

1 Adolescent girls in Sierra Leone have called on the Government to promote a holistic realization of their rights in the country © Mirror Africa.



- 1 Yichalal Balew, 20, 12th grade, Girls' Club Advocate, during conversation with Girls' Club members at Adet Secondary School, Adet. © Martha Tadesse/ @Marthinolly.
- 2 During the 16 days of activism events organized by the Goshiye Primary and Secondary School Girls' Clubs, they raised awareness of Gender Based Violence and Harmful Traditional Practices at Goshiye Market. The picture with the female 15 y/o 8th grade student reads "Let's respect women at home" © Martha Tadesse/ @Marthinolly.
- 3 A 19-year-old eleventh-grade student at Goshiye Secondary School, holds a placard that reads, "I will not be silent. I will raise my voice". © Martha Tadesse/ @Marthinolly.



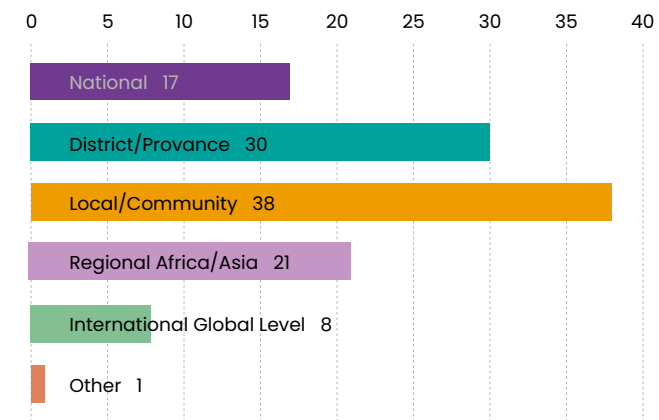
FGM after he joined school dialogues on harmful practices. In Ghana, the network reported that boys and men are increasingly sharing house and care work. A female trainer on domestic violence giving training at a boys school in Irbid (Jordan) had to be replaced by a man due to backlash, showing investing in boys & men engagement remains important. GYW report that they are more confident on speaking out and taking space in their communities after parents, caretakers and boys & men are sensitised on GYW participation and leadership.

Leadership roles in Universities and Schools

A number of GYW participating in She Leads are now holding spaces in decision-making structures and leadership positions at their universities that are traditionally held by boys or young men. Historical elections include the first female elected President for the National Union of Ghanaian Students to the University of Development Studies in the Northeast Region. A first-time contest between girls and boys from Ghana's Upper West region for the positions of Students Representative Council President, Secretary & President of the Ghana National Unions of Tertiary Students at the Technical University & Training College. The GNUTS presidency and the Student Representative Council President were victorious wins for these young female students. At the Free Pentecostal Global Mission High School in Liberia, the students elected their first female President of the Students Council. The principal of the High School anticipates more girls as student's council presidents in their county school system, as these girls will create a space for more girls' representation in these kinds of positions. And lastly, the University of Nairobi institutionalised the participation of GYW in their decision-making structures.

3.3 Civil society domain: enhanced collective action by GYW and a gender responsive civil society

Bar chart Outcome area 2: Signs per level



Most signs of change are identified at local/community level

Funding & resourcing for GYW-led activism, groups & organisations

A highlight under this strategy for 2022 reported by the Ethiopian network, is the jumpstart of the Yellow Movement as a full network member. Yellow Movement is a deliberately non-registered group led by GYW. The University is their place of function, and with the re-opening of the University in Addis (after Covid-19 and Tigray War) She Leads activities could be initiated. More importantly, the Ethiopian Network created flexible (financing) set-ups enabling the Yellow Movement to proceed with their plans and to maintain their autonomy in deciding not to register. The network in Ghana piloted the She Leads Accelerator Fund at the of 2022. This fund seeks to resource influencing activities of GYW-led groups and networks. The framework of the fund was co-developed with young people adopting core ingredients such as flexible funding, money plus model, participatory decision-making, leadership & autonomy of young people, risk distribution and moving resources to local actors. The call for application resulted in 19 applications, and it is expected that in 2023 10 of these applicants will be awarded funds.

Other networks reported successes in the organising of GYW-led groups and strengthening their power. A large number of GYW groups opted in

Uganda for registration to enjoy the benefits of the Parish Development Model that promotes locally led initiatives to address development needs. In addition to that, CSOs outside She Leads support these GYW groups with grants. In Uganda, a CSO funded a project of a young woman participating in She Leads with EUR 1100 after hearing her speak at a radio show. A GYW-led group in Sierra Leone successfully influenced their district council to open up registration for five GYW-groups free of any costs. The newly registered groups are not taking actions that contribute to their organisation's operations. Another highlight occurred in Lebanon (Sabra and Nabaa neighbourhoods in Beirut), where two GYW-led groups organised, with the support of She Leads, their first community activities. These neighbourhoods are known as poor and more conservative and are mostly inhabited by Palestinian refugees. The activities focused on GBV, the custody law and the environment, which is ground-breaking to open-up about. This gave their work visibility with other local CSOs and resulted in a formal collaboration with a CSO outside She Leads.

She Leads also supported the establishment of new groups: the She Leads Core group is a mixed group with young people (18-24) working on community initiatives that focus on gender equality. In Ethiopia GYW have created the Ethiopian Young Women Voice to jointly advocate at national level. The group now has 42 GYW as members from across the country.

Movement Building

Across networks the ground is prepared for a movement of girls and young women working on gender equality. The past year, many safe spaces (150 in Uganda!) in various networks have been established, enabling girls to meet, connect, coordinate and organise with fellow GYW. The young feminist collective Takatoat (Jordan) published a White Paper "Safe Spaces for Women and Girls in Jordan" with recommendations for creating safe spaces for GYW. GYW themselves identified their most powerful moments of 2022 as connecting, learning and collaborating with fellow GYW. These include the Girls Festival in Ghana, the UN youth cohort, the West African Girls Conference in Liberia, the GYW Summit in Kenya and the Regional Girls Summit in Jordan. With some of these spaces, such as the Festivals in Ghana and Kenya, GYW

- 1 GYW connect during their co-created GYW Summit in Kisumu, Kenya. GYW from the She Leads network present their work on the network market, and the Orange team cheers during the team building session on 1st Dec 2022. © Felista Nduta
- 2 The Girl Festival organised in Ghana was a collaboration between She Leads and We Lead, where GYW from across the continent were able to meet, connect, and inspire in a safe and authentic setting. The girls on the picture are young delegates from Mali. © FEMNET



were involved from ideation to execution. GYW connected, shared experiences, and told their stories authentically. Following the Girls Festival in Ghana, GYW from Cameroon, Ethiopia, Ghana, Liberia, Mozambique, Nigeria, Niger, Mali, Sierra Leone, and Uganda submitted a communique to the Ministry of Gender, Children & Social Protection in Ghana. GYW established the GYW National Desk during the summit in Kenya, with the mandate to act as an umbrella for all other GYW social movements in Kenya. In Uganda, many of these desks are operational at district level serving the district level GYW movements. Girls from the “Pools des sans Voix” in Mali have built their organising power last year by bringing girls from their community together on a regular basis and now have (educational) talks on SRHR issues. Sixty GYW from Girls Scouts groups in Lebanese state schools were trained, set up their own electoral systems, and came together for a musical performance at national level. In Sierra Leone GYW created a sisterhood enabling them to discuss gaps and challenges in their work for gender equality, and how to overcome these together. Jordanian GYW, WRO and feminist groups joined a regional one-day strike and solidarity campaign to put an end to gender-based violence and strengthen the women’s protection system in the region. The solidarity campaign came after brutal murders of young women in Egypt, Jordan and UAE which sparked outrage across the MENA, and the broad solidarity – online & offline – shows that the fear of speaking out as a GYW is starting to fade.

GYWs movement-building efforts have resulted in a call for replication of the She Leads programme in 12 youth organisations/networks across the African continent. This call has led to the formation of new networks and strengthened existing ones by creating more opportunities for young women to connect, share experiences and support each other in their efforts to promote gender equality and women’s empowerment.

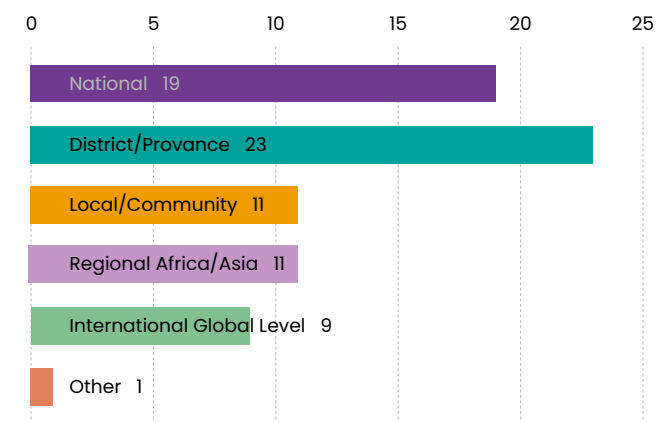
Intergenerational collaboration

GYW, the women’s rights movements (women-led/adult-led) and CSOs are increasingly linking-up as they share lobby & advocacy interests and to make their advocacy more inclusive to GYW in their diversity. For example, Sierra Leonean girls also joined women’s rights networks such as the Yellow Ribbon Campaign, who successfully pushed the

government for enactment of the Gender Equality and Women’s Empowerment Act 2022. Ghana reports that there has been an increased presence of GYW in civil society platforms after various inter-generational dialogues organised by the network. NETRIGHT (network for women’s rights Ghana) for example, removed the waiver fee for GYW-led groups/organisations that want to register to the network as a result of this. In Liberia, GYW collaborated with CSOs to push (successfully) for the safe abortion bill, and continue to do so until it becomes law.

3.4 Institutional domain: increased meaningful participation of GYW in institutions

Bar chart Outcome area 3: Signs per level



Most signs of change are identified at national and district/province level.

GYW-led advocacy & influencing in local and national institutions

GYW have the confidence and support and use their power to influence decision-makers and institutions on (sub)national levels. The Jordanian Children’s parliament is in 2022 reinstated with 19 members aged 13-16. The members represent all governorates of Jordan and participate in discussing issues that are important to them and to society and learn how to express their opinions in an open and democratic way. In the Children’s Parliament they discussed the controversy and backlash around the Child Law, which showed their awareness about the child convention and the public debate. The skills and confidence acquired in the Children’s Parliament will later on be used for their lobby agenda.

- 1 GYW across the MENA Region met on the occasion of the Arab Girls Summit @ Plan International Jordan
- 2 GYW from the Lebanon Girls’ Scouts in 2022 © DCI Lebanon



- 1 A Girl participating in the Jordanian Childrens Parliament.
- 2 Lebanese stakeholders convene at the She Leads Joint Activity on Gender Equality and GYW participation in decision-making © Plan International Lebanon.



In many networks, GYW and their groups and organisations are gaining more recognition as partners in development and gender equality. Through the sensitization of state institutions led by GYW, these institutions and their decision-makers learnt how GYW can contribute to better decision-making. In at least 6 occasions, a number of GYW participating in She Leads Ghana meaningfully engaged at municipal and district assembly meetings, in the Regional Child Protection Committee, at agenda setting meetings of public hearings of Assemblies, in needs assessments on Economic Inclusion Planning by a West-Africa World Bank collaborative, and in the midterm review of a Municipal Assembly.

Across the She Leads networks we see many (successful) reports of GYW-led influencing activities. In Liberia, a GYW-led group is participating in the SGBV/Child Protection Network task force meetings at county level to collaborate with other CSO stakeholders and the County Gender Office on the anti-GBV advocacy campaign. Networks also noticed that government representatives and community leaders are more willing to collaborate with GYW if the invitation and requests originate from themselves instead of the adult-CSOs/(i)NGOs as that might look like window dressing. GYW-led groups in Lebanon collected 1808 signatories amongst community members (in Bezourieh, Saïda and Tyre) for a petition on GYW rights covering national, custody and child protection.

GYW-led advocacy & influencing in global and regional institutions

The power of collaboration and advocacy led by GYW is evident in the impact they have had in 2022. As a result of the advocacy and lobby work done by Mastula (representing + 25 GYW) during the UPR review in January 2022, in Geneva, five Permanent Missions made recommendations to the Government of Uganda, that incorporated the suggestions made by these GYW. Many other PMs raised the issues mentioned by the GYW and one PM repeated the exact wording proposed by the She Leads advocate. In March, GYW in the CSW delegation hosted a Member State Roundtable at the UN with key member states to advocate for the use of language on promoting the full, equal and meaningful participation and leadership of young women and adolescent girls in decision-making processes on climate change, and to include youth in the modalities of the CSW moving forward.

The impact of GYW-led advocacy continued. In June, Fancy, as part of the HRC50 delegation was the only young speaker delivering a joint NGO statement through video on girls and young women's activism during the Interactive Dialogue with the UN working group on Discrimination against Women and Girls. The dialogue warmed up diplomats to vote in favour of a new HRC resolution addressing girl activism.

For the first time, girl-led groups collaborated with CSOs to jointly monitor the government's performance on girls' rights culminating in the successful submission of the UPR report by GYW in their network. From their report, four recommendations were included in the stakeholder's summary submission on Ghana by the UN general assembly HRC in October. After the Ghanaian UPR pre-session in November, the UN stakeholder summary report used 3 inputs of She Leads taken from the girls' alternative report submitted. Several days later, Solea was the youngest speaker to take the floor at the HRC. She delivered a joint NGO statement through video on unpaid care work and gender equality during the Panel on Human rights-based and gender-responsive care and support systems. Following recommendations from the UPR and CRC given by She Leads and by GYW, Sierra Leone enacted the Gender Empowerment Act, on 15th November 2022. The Act provides for a minimum of 30% quota of women for elective and appointment for public officer positions, equal opportunity for training of employees and improvement of women's access to finance.

In November 2022, the African Committee of Experts on the Rights and Welfare of the Child adopted 4 recommendations submitted by GYW in a communique submitted during the 21st CSO forum held in Lesotho on the protection and engagement of GYW in the digital environment.

The powerful impact of GYW's advocacy and collaboration efforts in 2022 is a testament to the important role they play in promoting and protecting girls' and young women's rights.

She Leads advocacy & influencing

In June 2022, the UN adopted the first ever global policy on girls' and young women's activism: 'Draft resolution A/HRC/50/L.22/Rev.1' on the Elimination of all forms of discrimination against women and girls

without a vote. Last years', UN Human Rights Council resolution on discrimination against women and girls focused on the specific theme of girls' and young women's activism, highlighting the particular barriers they face in their work and making recommendations to decision-makers on how to best address these obstacles. Through this resolution, governments have made a clear statement that girls and young women have the right to participate in decision-making, and that clear steps must be taken to make sure that no one – including governments – prevents them from exercising that right. This is the result of a long process of advocacy and lobby with the Permanent Missions of Mexico, Netherlands, and other allies. She Leads participated actively in the negotiations, provided language to various delegations and facilitated the participation of two young women to present at a closed-door meeting with diplomats on this resolution.

Sierra Leone has made a huge stride towards gender equality with the passing of the Gender Empowerment Act in November 2022 as written in the context analysis. This ground-breaking legislation was developed in response to recommendations from the UPR and CRC processes, to which She Leads and GYW contributed. Under this Act, women's voices will be heard loud and clear in public office, with a minimum of 30% quota for women in elective and appointed positions.

Key to successful advocacy at regional and global levels, is the use of accurate and reliable data on the situation and preferences of GYW. She Leads partners with EM2030 to support GYW-led partners and groups in evidence-based lobby and advocacy. EM2030 initiated end-2022 a participatory research into the existing data gaps within She Leads countries and into the capacity needs experienced by GYW. One of the expected outputs of the research is the development of a manual ('our data, our voice') offering practical guidance to understand data driven/ evidence based advocacy; how to generate data, how to use it and how to communicate data in order to influence public policies, programs and practices.

4

Learning Agenda

4.1 Network learning

She Leads organisations learn through continuous, participatory and practical reflection on their practice. For many of them, this is a rather new way of 'doing' learning. Though networks sometimes struggle identifying good learning activities embedded in ongoing She Leads implementation, they are increasingly able to promote learning which is relevant, easy and meaningful. The Ethiopia network, for example, conducted learning visits in three different implementing partners' sites to assess each other's local context, share experiences among network members and provide feedback. These visits not only resulted in new insights but also strengthened the collaboration between the She Leads members. Another example is the learning and training event organised by She Leads Kenya on the concept of feminism. As all network members struggled with the meaning of feminism in the Kenyan context, they jointly explored the prevailing interpretations of feminism in the national and local contexts. This has helped them to construct a common understanding of what feminism means in their own context and how to apply feminist principles in She Leads advocacy.

Another, very positive trend is the high degree of GYW engagement in learning activities of networks. Learning questions around effective strategies to promote GYW meaningful participation were addressed by giving the girls and young women knowledge, skills and space to experiment to find out what works best. In order to find an effective advocacy strategy, GYW in Ghana facilitated focus group discussions with peers to collect data on the local situation and, based on this, developed their own advocacy factsheet. The network in Jordan, interested in how to promote GYW meaningful participation in She Leads decision-making, created an advisory GYW group and started to collect feedback from girls and young women (through FGDs). This resulted in some practical insights: create more space for GYW own interventions, deepen and broaden GYW engagement in She Leads (instead of linking GYW to only one She Leads member or partner) and better utilise existing capacity of GYW (instead of engaging them into numerous capacity building initiatives).

The advantage of greater GYW involvement in learning is manifest: it generates more accurate and applicable insights. A great example of this is what the network members of She Leads Sierra Leone learned about effectively engaging with policy and decision-makers. Through small experiments and regular reflections, network members found that authorities are more likely to accept invitations (for meetings, workshops, seminars) if these come from girls and young women groups (instead of She Leads consortium members). The convocating power of girls and young women is stronger as they are considered more legitimate and credible 'owners' of local needs and problems. Furthermore, invitations by (inter)national NGOs seem to evoke more 'calculative' reactions of decision-makers (who tend to expect certain favours in return for their participation). This is an example of a practical lesson learned that has been integrated in the current implementation of advocacy strategies in Sierra Leone.

4.2 Learning by consortium organisations

During 2022, individual consortium members also implemented specific learning activities together with their own offices, partners and GYW-led groups. In Liberia, Uganda, Ghana and Jordan, Plan International started pilots to develop and test a tailor made model for youth-led resourcing. Context mappings, organisational analysis and consultations with GYW were used to explore the opportunities for grant making and to identify the internal barriers that need to be solved in order to act as a reliable funder. The pilots were completed successfully in Ghana and Uganda, where the first experiences of participatory grant making are currently being evaluated. The pilots in Liberia and Jordan will continue during 2023.

DCI-ECPAT organised during 2022 two online learning sessions with all DCI national sections and ECPAT member organisations in She Leads. One session focused on gender equality and GYW rights. Theoretical insights on gender, equality and GYW rights were shared, and a discussion on the cruciality of a gender lens and girls' rights programming for child rights organisations concluded the session. The other learning session focused on safeguarding by jointly reflecting on practical cases that could happen and how we implement our safeguarding policies in these cases. During this session, very interesting discussions took place, amongst others on safeguarding of young women (18-25 years).

In April 2022, TdH organised a workshop on the engagement of GYW for its staff working in the different She Leads networks. This session presented lessons learned in the Uganda country network. It also explored conceptual and practical aspects of GYW meaningful participation with the support of Plan's youth engagement expert. This shows a good collaboration and exchange of knowledge between consortium organisations.

4.3 Consortium-wide learning

Learning within the networks is driven by the specific learning questions of each network. At the global level, the She Leads desk organised two learning webinars with the entire She Leads community to share and reflect upon advocacy strategies which are implemented by most of the networks. The first webinar took place in July 2022 and was attended by 120 participants from all She Leads networks, including many girls and young women. The webinar focused on the effectiveness of She Leads support provided to GYW-led groups. Four representatives from GYW-led groups and organisations presented their views on the support they need and how She Leads can meaningfully contribute to their strengthening. The highlights of the panel discussion are presented in the box below.

How do GYW-led organisations perceive their strengthening and development?

Representatives from three GYW-led organisations (Mirror Africa from Sierra Leone, the Yellow Movement from Ethiopia and YADNET from Uganda) spoke about the growth process their organisation was going through. Mirror Africa emphasised how important it is for the organisation to be part of the She Leads network. It is not only the financial and capacity-building support, it is also about getting recognition from other national and international organisations. That gives self-confidence as well as access to new partners and funds. The Yellow Movement member emphasises that for them, growth of the organisation goes hand in hand with growth and empowerment of the individual members.

Registration appears to be an important issue for GYW-led organisations. Some indicate that registration is an inevitable step for organisational development. But there are also objections to registration. Registration can also make a group docile and dependent on changes in government policies. In addition, there is a risk that formalised organisations may lose connection with constituencies and thus lose representativeness.

Finally, the various panellists, as well as the girls and young women from the audience, presented some important recommendations to She Leads. They call for more exchange between groups from different countries, allowing GYW to learn from each other's strategies. She Leads should also do more to connect GYW with policy makers and with feminist actors in the international space.

The second global learning exchange happened in January 2023. This 2-day webinar (Learning Festival) brought together around 100 participants from all She Leads networks. Network coordinators, partners and GYW from each network shared their main findings and lessons originating from their own implementation practice during 2022. The presentations and the Q&A sessions sparked a lot of enthusiasm and inspiration, also because of the diversity of issues and challenges that was brought up. The Ghana network for example, shared their learning regarding the use of timesheets of girls and boys. By calculating and visualising the differences between girls and boys in how they spent their time, She Leads groups were able to demonstrate to community leaders and members the unequal division of care. This has shown to be an effective conversation starter to raise people's awareness of the barriers to the meaningful participation of girls and young women in decision-making process and leadership positions. The Liberia network presented their experience on how to engage boys and young men to ensure that they act as allies for GYW leaders. The network members from Mali spoke about equal partnerships with CSOs, while partners from Uganda shared their successes in using social media to transform gender discriminatory norms. The presentation of lessons learned from She Leads Kenya was given by the GYW representatives, which highlighted the enormous value of having girls and young women as full and equal members of the consortium networks.

A third moment of global exchange was the global meeting of She Leads network coordinators with the Global Steering Committee in Accra in November. The agenda was co-created with the network coordinators, and focused on team building, learning exchange between network coordinators, as well as learning between the GSC and the network coordinators. The agenda included 'interview-style' exchange on challenges and successes, safeguarding of network coordinators (practices, gaps and needs), inclusion of GYW in the network, self-care and wellbeing, enhancing synergy in networks, GYW Board and Advisory Bodies in the consortium, the 2023 Mid-Term Review, and strengthening exchange and collaboration between consortium networks. On the last day of the meeting,

coordinators reflected on the lessons learned in their networks and on the learning process itself. They indicated that more - tailor made - support is needed, particularly geared towards the design of good learning actions and the use of simple tools to document learnings.

During 2022, the She Leads Network Coordinators Peer Support Initiative (PSI) continued.. Five online sessions were held bringing together all network coordinators for joint learning and exchange support. The sessions focused on self-chosen themes, such as self-care and wellbeing, building synergy in the consortium networks, joint learning in the consortium networks, and linking national, regional and international levels in the consortium.

Areas to focus on in 2023 and beyond:

Most of the She Leads networks decided to stick to their learning questions which they worked on during 2022. At global level however, we will support their learning actions while also facilitating meaningful knowledge exchanges across networks. Among the topics that will receive greater attention during this year are:

- Online safeguarding of GYW and She Leads staff members.
- Effective strategies and practices for movement building (also in the light of the sustainability of GYW-led organisations and transitioning of groups and organisations out of She Leads).
- Embed capacity for international advocacy in GYW-led groups and organisations and strengthen the connection between country level advocacy efforts and the She Leads advocacy on regional and global levels.

- 1 Network coordinators participated in an inter-generational dialogue organised by the Ghana Network in Accra. They share their reflections, did energizers and hosted the dialogue. © Geoffrey Buta.
- 2 All the She Leads network coordinators from the African countries. From left to right: Marta, Caroline, Hawa, Lydia, Esther, Martina, Sophie. © Geoffrey Buta
- 3 Sharing reflections during the face-2-face network coordinator's week on meaningful participation of GYW in She Leads'. © Geoffrey Buta



5

Cross cutting themes

5.1 Innovation

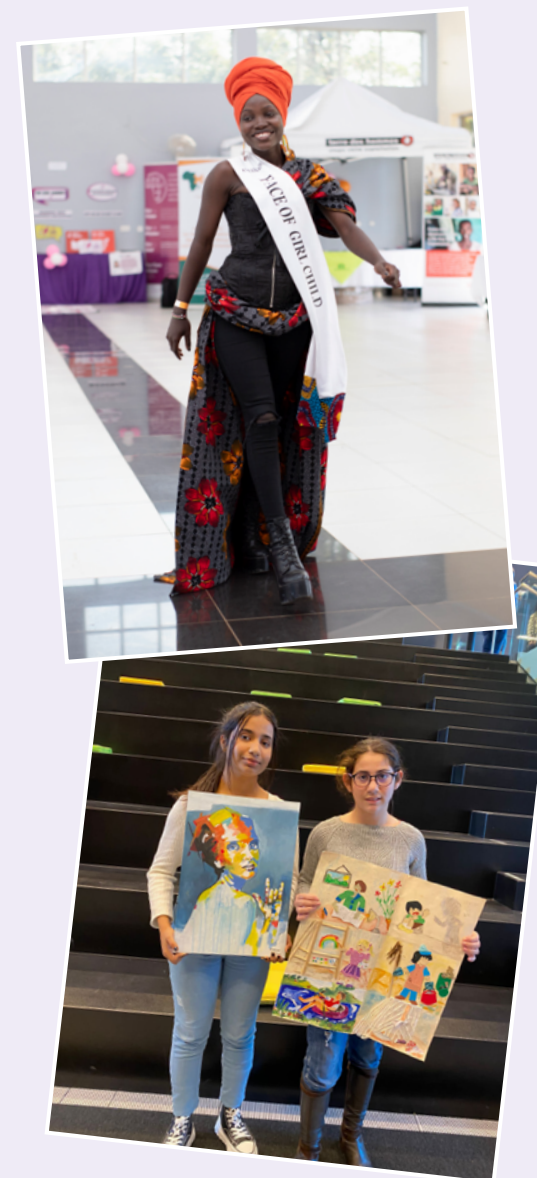
Many GYW were unable to join the in-person CSW66 in New York - whether it was caused by visa denial or COVID-19 restrictions. It forced CSOs to create alternative spaces to convene around the CSW to test and demonstrate what a meaningful in-person gathering would look like. As an answer to the de facto exclusion of African GYW, the first ever CSW Africa Disrupt was organised in Nairobi, parallel to the mainstream CSW66 in March 2022.

Advocacy and influencing done by adult-led CSOs can be very technical. GYW-led activism, influencing and campaigning can look so differently. Via the #ISpeak4Myself campaign GYW choose to use artistic expressions in holding their governments accountable and claiming their rights. A regional competition "My Participation, My Right" across the MENA called for children to share experiences about (barriers to) girls' right to participation and resulted in 150 artistic submissions from seven countries in the region. Via paintings, drawings and videos GYW delivered powerful stories on topics

including disability rights, early marriage, freedom of expression and right to education. In Lebanon GYW connected with each other via musical and instrument workshops leading to girls' bands that independently play songs and musical pieces, and by this act itself defy negative gender norms. While not officially under this reporting period, it is too powerful not to mention: a young woman from Ghana delivered her CSW67 statement in March 2023 at the UN in a poem.

5.2 Inclusion

Deliberate efforts are made to make She Leads more inclusive to GYW that are generally marginalised. Yet, the consortium is also learning in how it can facilitate inclusion in its consortium. The different GYW-led bodies in the governance structure of She Leads hold the consortium to account on inclusion. 150 GYW participated in the annual planning workshops last August. In some of these networks the GYW were critical on "who is in



1 *Winners of the My Participation, My Rights Art Competition. The competition was held across countries from the MENA.*
 2 *When Arts meets Advocacy at the GYW Summit in Kisumu, Kenya © Felista Nduta*

the room" and held the consortium accountable for including GYW from non-urban areas, GYW living with disabilities, GYW with refugee status etc. The MENA GYW advisory Board suggested organising trainings and strategic meetings at accessible places that have nursery rooms. For the organisation of other strategic meetings, including the annual reporting workshops, several networks deliberately planned their meetings not in the capital to meet some of the GYW where they are. In East and West Africa, the networks facilitate services that allow GYW with hearing and speech impairment to participate. And young women from Sierra Leone that are engaged in commercial sex work participate in the network. The members of the Global Board suggested that the Midterm Review of She Leads should focus on the relationship of She Leads with GYW, their groups and organisation with a specific focus on inclusion, safeguarding and power sharing.

Collaboration with Yellow Movement – flexible funding for non-registered organic grassroots funding.

Collaborating with the Yellow Movement was not without challenges for FEMNET, as the group was not a registered entity and lacked the necessary organisational policies and structures to be subgranted. However, FEMNET recognized the importance of engaging with a vibrant group of young women and girls at University level, providing them with the skills, knowledge, and confidence they need to participate in leadership roles at a time when they are forging their identities. This required FEMNET to adjust its ways of working to accommodate the Yellow Movement within the She Leads Ethiopia Network.

At first, FEMNET considered supporting the Yellow Movement to get registered but soon realised that this would not be beneficial to their organic way of working. Instead, they

sought to establish their affiliation to the University of Addis Ababa, a registered entity. With a formal letter from the University confirming that they host the Yellow Movement and with a university staff member as an alumni, FEMNET recognised that the group had a unique coordination structure and recommended that they have at least two members as focal points, without changing their structure. An MoU was then entered into, and FEMNET agreed to support She Leads activities outlined in the Yellow Movement's bi-laws, including support for yellow days, recruiting members, and establishing clubs.

Throughout this partnership, She Leads learned the importance of being aware of the power and privilege held by more "formal" organisations. This power can be easily abused by expecting non registered organisations to plug and play what is considered acceptable including issues such as registration. It is also important when working with informal organisations to support their reasons for existing, this ensures that we do not disorganise their way of working and leave them without the roots that sustained them. FEMNET endeavoured to do this by continuing support to yellow movement activities.

5.3 Power Sharing & local ownership

A challenge in 2022 is how to coordinate and collaborate between the different levels in She Leads, and specifically the global, regional and country networks. Requests for collaboration from the global advocacy network are always within a short timeframe and this is perceived by networks as top-down. Working with cohorts of GYW (groups of 1-2 GYW advocates per country) that work for 6 - 12 months on influencing processes is a major improvement in terms of continuation and GYW's ownership over the global advocacy agenda of She Leads. A regular coordination call with the coordinators of each network on the global advocacy agenda is set up to facilitate better connections.

The Global Girls and Young Women Board developed throughout 2022. Starting up this governance body in the consortium posed challenges due to factors such as required flexibility in planning meetings (in evenings or during weekends) and the necessity of quick follow-up and concretizing tasks and responsibilities amid heavy workload and staff turnover at the GSC level. However, during the second half of the year, the GGYWB took more shape in the form of regular online meetings and participation of several GGYWB representatives in network planning meetings and other strategic moments and meetings. The GGYWB's tasks and responsibilities, as well as its collaboration with the GSC, are still developing and evolving

5.4 Sustainability

Including GYW-led groups and organisations in the decision-making and implementation of She Leads builds their track-record and organisational capacity, expands their networks and increases their visibility. Much of the work done with GYW-led groups/organisations in 2022, prepares them to continue their work beyond She Leads. Already this year we see GYW-led groups/organisations (Lebanon, Uganda, Sierra Leone, Ghana) receiving funding from other CSOs and funders and starting new partnerships as a result of the exposure they get with work in She Leads. There's also evidence

of growing numbers of GYW-led groups/organisations getting formally registered and becoming members of national-level CSO networks, which also increases their sustainability outside and beyond She Leads.

5.5 Collaboration between Embassies of the Kingdom of the Netherlands and the Dutch Ministry of Foreign Affairs

In many countries, the exchange meetings with the EKN continue to take place and on several occasions the EKN representatives are participating in strategic meetings. Since 2022, the EKN in Uganda installed a Youth Advisory Council. A young woman that participates in She Leads, successfully applied to one of the positions in this council. She Leads is also in very good contact with the permanent representations to the United Nations and the delegations from the capital travelling to New York for the CSW. She Leads continued its collaboration with the Youth Ambassador for SRHR and the Ambassador on Youth and Economic Empowerment. She Leads organised a side event on young women's political participation for inter-generational co-leadership with GIMAC and the Nala Feminist Foundation during the AU - EU week in February 2022. The Dutch Ambassador on Youth was invited to speak during the sessions where he spoke: "And through our strategic partnership with the she leads program, there's what brings us here together, we support meaningful participation of girls and young women in decision making of political processes as well". The AU-EU partnership is now pursuing the development of a stakeholder engagement mechanism with the participation of young women who called for a stronger framework for accountability. This happens as a result of the AU-EU week and active engagement of She Leads in calling for a meaningful engagement through joint advocacy with the AU-EU Civil Society.



Since travel restrictions were lifted last year, the She Leads consortium partners based in the Netherlands invited several colleagues for various occasions to the Netherlands. This includes network coordinators from Lebanon and Jordan, the My Participation My Rights competition winners from Lebanon and Tunisia, and two youth advocates from Uganda in light of the International Day of the Girl. We appreciate the time, and in some cases the logistical support provided by the Ministry of Foreign Affairs and we hope to continue to have such a relationship.

We appreciate the collaboration with and support by the Netherlands Representative Office to the Palestinian Authorities around and during the travel of DCI-ECPAT Netherlands to the Palestinian Territories and after the raid and closure of the office of DCIP, consortium member in the MENA regional network. We hope we can continue to count on the support and action by the MFA in this matter.

An area for improvement that the MFA may wish to consider is their communication surrounding reporting moments and the approval process. During the course of 2022, She Leads encountered some changes in focal point, including in the control unit towards the end of the year. As a result, She Leads received numerous email inquiries from various persons. It was not always clear in what capacity these individuals were involved in the approval process, nor what the status of the approval process was, particularly as new topics to address emerged throughout the year. Additionally, the MFA's response time to our answers was occasionally delayed, which ultimately contributed to the annual report for 2021 not being approved until April 2023. With the control unit we agreed that it is much more convenient for the process to make a quick phone call instead of communicating by email. We hope to continue this good practice in 2023.

5.6 Collaboration with other partnerships and stakeholders

She Leads and We Lead hosted the second Girls Fest in Accra, where GYW across the African continent came together to connect, collaborate and build their movement on gender equality in the most authentic form.

A group of influential stakeholders were convened in Sierra Leone for the purpose of discussing updates on the context of the political, socio-cultural, economic, and civil society at the national level, in line with their institutional mandates. The attendees included a Female Caucus Leader from the Sierra Leone House of Parliament, the Deputy Director of the National Electoral Commission, representatives from the National Youth Service and National Youth Commission, a representative from the Ministry of Social Welfare and Gender, Purposeful Organization, a Female Aspirant, the Executive Director of DCI-SL, and Plan Program's Manager. The main objective of the meeting was to provide updates on the successes, challenges, and lessons learned from the She Leads program, as well as to develop a clear strategy to enhance collaboration and partnerships between the She Leads Network and the respective institutions, in order to increase opportunities and spaces for girls and young women within their organisations.

5.7 Safeguarding

The safety and well-being of every individual with whom we engage in the context of She Leads, especially girls and young women, should be a top priority for any organisation or network in She Leads. On bi-annual basis we reflect on our safeguarding practices. These dialogues and reflections ensure that everyone is aware of the necessary approaches and measures to protect GYW from any form of harm or abuse, and that we work, as a consortium, to our guiding principles. In the past year technical briefings on safeguarding protocols were made available to new staff members and chaperones, and we will continue doing this. This will ensure that all involved are adequately trained in how to identify and report any potential safeguarding concern.

This ongoing engagement and support contributed to the receipt of a number of signals of possible breaches of safeguarding by She Leads organisations in 2022 (see table). All signals were carefully investigated and followed up in line with our safeguarding protocol. Signals that pertained to safeguarding concerns as defined in the Power of Voices subsidy decision were reported to the MFA. We take these developments as an indication that overall, our safeguarding processes and procedures function, and as a confirmation of the paramount relevance to continue our efforts to further strengthen capacities and awareness on safeguarding across organisations, actors and stakeholders.

Table: list of reports of (possible) safeguarding incidents in 2021 and 2022

Reporting period	2021	2022
Signals of (possible) safeguarding incidents	2	5
(possible) incidents investigated per She Leads safeguarding protocol	2	5
Reported to Lead Applicant & MFA	1	3
Appropriate follow-up	1	5
Closed	2	4
Open	0	1

Back in 2021, the She Leads consortium already identified that its existing safeguarding guidelines tended to infantilize young women (18+) and failed to consider their agency. In 2022 we aimed to work with the Global Girls and Young Women Board on a more specific and updated guideline on safeguarding young women, which is now being postponed to 2023. By having this guideline, young women will be empowered to identify any (safeguarding) risks and prioritise their safety and well-being while doing their work. The guideline should also focus on their online safeguarding, as much work of GYW activists and advocates is being done online.

Lastly, the She Leads consortium also learned that safeguarding of network coordinators requires additional attention. Often, network coordinators are not perceived as the GYW we work with. Yet, they are young women sometimes burdened by a heavy workload and responsibilities, who experience forms of ageism and sexism from various actors. After this was raised during the in-person network coordinators meeting in Accra, the GSC and coordinators started working on this topic, which is continuing into early 2023.

Annex A risk matrix 2023

Risk	Mitigation	Result	Residual risk* (L/M/H)
Avoidable risks: related to internal factors			
Consortium organisation(s) not meeting grant requirements	<ul style="list-style-type: none"> Partnership agreement Addenda details grant requirements and formalises organisations' commitment (updated upon signing contract with the Ministry) Ongoing dialogue at Directors level, in Steering Group and technical working groups on grant requirements and necessary capacity at organisational level Development of operational guidelines and SOPs for (financial) management, planning, monitoring and evaluation 	Formal commitment to compliance, awareness on requirements, tools and technical support available and an open culture to discuss and address challenges.	M
Safeguarding incidents in consortium chain	<ul style="list-style-type: none"> All consortium organisations compliant with ORIA and self-assessment, plans of action for follow-up where necessary Consortium organisations mutually accountable for ensuring third parties under contract comply with safeguarding standards Development and formalisation of safeguarding protocol Integrating safeguarding in programming, influencing, MEL, media and campaigning, with relevant tools and guidelines (e.g. risk assessment, Codes of Conduct, consent forms, ethical standards) Safeguarding Focal points in every organisation, mappings of legal system and support agencies available Informing beneficiaries and stakeholders on safeguarding reporting mechanisms Ongoing awareness creation and dialogue within and between organisations, partners, beneficiaries and other stakeholders 	Policies and procedures in place at different levels, tools, mechanisms and guidelines available and known to all stakeholders, and a culture of openness which promotes signaling and reporting of (imminent) risks and issues.	M
Fraud and/or corruption in consortium chain	<ul style="list-style-type: none"> All consortium organisations comply with standards of internal organisation and financial administration and have policies and sanctions for fraud and corruption in place Consortium organisations mutually accountable for ensuring third parties under contract comply with these standards Partnership agreement addenda details and formalises reporting requirements for (suspected) incidents of fraud and corruption in line with grant requirements Ongoing awareness creation and dialogue within and between organisations, partners, beneficiaries and other stakeholders 	Policies and procedures in place at different levels, tools, mechanisms and guidelines available and known to all stakeholders, and a culture of openness which promotes signaling and reporting of (imminent) risks and issues.	M

Risks are considered 'high' if there's high likelihood and medium or high impact, and if there's medium likelihood and high impact. Risks are considered low if there's low or medium likelihood and low impact, and if there's low likelihood and medium impact. Risks are considered medium if likelihood is low and impact high; if likelihood is medium and impact medium; and if likelihood is high and impact low.

Risk	Mitigation	Result	Residual risk* (L/M/H)
External risks: cannot be avoided			
Economic insecurity and high inflation rates	<ul style="list-style-type: none"> Flexibility in programme planning and budget is included in the partnership agreement between consortium organisations in order to enable adaptation to a changing operating context. Adaptive programming, ToC and underlying assumptions, including preparation alternative project implementation calendar (responsive to instabilities) Timely information, communication with Ministry of Foreign Affairs. 	Timely adaptation of strategies and interventions, based on analysis of local context and in line with requirements of the Ministry	H
COVID-19 incidence (including new/other pandemic or epidemic) and/or measures	<ul style="list-style-type: none"> Flexibility in programme planning and budget is included in the partnership agreement between consortium organisations and built into programme design and MEL in order to enable adaptation to a changing operating context due to (COVID19) pandemics and epidemics. Clear internal communication structures and mechanisms in place to maintain information flows in times of lockdown and/or quarantine Invest in online and remote working technology (access and capacities) Maintain, through partners, members or local affiliates, close communication lines with GYW-led groups in order to assess their needs and risks in times of lock-down and/ or quarantine Maintain, through different layers in the consortium, contacts with relevant emergency response networks Development of operational manual and SOPs, including for developing adjusted activity plans and budgets Timely information, communication with Ministry of Foreign Affairs 	Timely adaptation of programme interventions, based on GYW and CSOs' actual needs and in line with requirements of the Ministry	H
Natural disasters	<ul style="list-style-type: none"> Maintain, through partners, members or local affiliates, close communication lines with GYW-led groups in order to assess their needs in times of natural disasters Maintain, through different layers in the consortium, contacts with relevant emergency response networks Development of operational manual and SOPs, including for developing adjusted activity plans and budgets Timely information, communication with Ministry of Foreign Affairs 	Quick response and adaptation of programme, based on GYW actual needs and in line with requirements of the Ministry	M

Risk	Mitigation	Result	Residual risk* (L/M/H)
Conflict, instability & war	<ul style="list-style-type: none"> Ongoing monitoring of changes in external context, including conflict sensitivity assessments and establishment of a regular context specific security update mechanism and response strategies. Adaptive programming, ToC and underlying assumptions, including preparation alternative project implementation calendar (responsive to instabilities) Timely information, communication with Ministry of Foreign Affairs 	Quick response and adaptation of strategies and interventions, based on analysis of local context and GYW needs and in line with requirements of the Ministry	H
Political or social unrest Elections and changing political contexts Procedural delays in processes of policy development, legislation and/or policy implementation	<ul style="list-style-type: none"> Ongoing monitoring of changes in external context and changes at the level of key stakeholders (Outcome Harvesting) including conflict sensitivity assessments Adaptive programming, based on periodic (half-yearly) monitoring of Theory of Change and underlying assumptions Development of operational manual and SOPs, including for developing adjusted activity plans and budgets Timely information, communication with Ministry of Foreign Affairs 	Timely adaptation of strategies and interventions, based on analysis of local context and in line with requirements of the Ministry	H
Staff changes	<ul style="list-style-type: none"> Development of operational guidelines and SOPs for (financial) management, planning, monitoring and evaluation. Realistic budgeting for HR capacity If possible, sufficient notice period to allow recruitment and hand-over time. 	Continuity of operations and collaboration	M
Budget cuts by the Ministry	<ul style="list-style-type: none"> Ensure high quality proposal, plans and reports Communications strategy and plan to make results of our programme visible through a clear narrative and impactful and powerful images in online and offline media Agree on principles and mechanisms for absorbing budget cuts Development of operational manual and SOPs, including for developing adjusted activity plans and budgets 	Timely identification, reducing likelihood of budget cuts for lagging performance and/ or low visibility, ensuring quick adaptation	M

Risk	Mitigation	Result	Residual risk* (L/M/H)
Strategic risks: inherent with strategic choices, ambitions and expected 'value'			
Lack of coordinated collaboration of consortium members	<ul style="list-style-type: none"> Adapted timeframes for programme countries where consortium organisations have no history of collaboration Invest in capacity support and consortium building, online platforms for peer exchange and learning Strengthen capacities to work in a consortium with collaboration at different levels (local, national, regional, global) 	Realistic timeframes, capacity strengthening and support in place, culture of openness to discuss and address issues	M
Lack of capacity for L&A and supporting GYW agency and activism (at the level of consortium organisations, local offices, implementing organisations and/or contracted partners)	<ul style="list-style-type: none"> Invest in capacity support and online platforms for peer exchange and learning Development of operational guidelines and SOPs for (financial) management, planning, monitoring and evaluation. Development of policy briefs and content for online learning and exchange on key themes and topics Ongoing dialogue on safeguarding, power dynamics and key principles of She Leads 		L
Difficulty meeting transparency and financial accountability standards for innovative interventions including sub-granting and resourcing GYW-led activism	<ul style="list-style-type: none"> Identification of best practices within and beyond consortium organisations Mapping of expert organisations and potential partners/third parties Develop clear strategies and guidelines, in consultation with relevant technical working groups in consortium organisations (including finance, safeguarding, MEL) Pilot different approaches Jointly work with girls and young women and their organisations on needs and approaches to create ownership, trust and responsibility Facilitate peer learning and exchange and integrate into Linking & Learning Periodical joint review and evaluation of process and outcomes 	Realistic timeframes, capacity strengthening and support in place, culture of openness to discuss and address issues	L
Power differences between and within consortium organisations, local offices, members, affiliates, partner organisations, GYW-led groups.	<ul style="list-style-type: none"> Embracing key principles that address power differences Integrate reflections on power dynamics in planning and monitoring cycles at all levels Governance structure takes power differences at various levels into account Periodical evaluation of governance structure Consultations with girls and young women and GYW-led organisations are built into programme design Adaptive programming, based on periodic (half-yearly) monitoring of Theory of Change and underlying assumptions takes into account views and inputs of GYW Balancing power differences is addressed in the learning agenda 	Consortium organisations continuously challenge themselves to balance power differences and to act on their key principles	M

Annex B: Output Basket Indicator Actuals 2022

WRGE 5.2.1	# of organizations with strengthened capacity to advance women's rights and gender equality		TOTAL					ETHIOPIË					KENIA					UGANDA					GHANA				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
WRG045	# of women-led CSOs	0	11	16	42	37	0	2	2	3	3	0	1	1	0	0	0	1	0	3	3	0	1	1	2	2	
WRG046	# of youth-led CSOs (mixed or boys/young men)	0	22	30	18	8	0	8	8	0	0	0	5	4	1	1	0	5	5	1	0	0	0	0	0	1	
WRG047	# of CSOs (not youth, not (young) women led)	0	15	17	49	48	0	0	0	1	1	0	9	10	3	3	0	1	2	1	2	0	0	0	1	1	
WRG048	# of CSOs both women & youth led (GWY-led!)	0	103	98	56	29	0	4	4	6	6	0	17	4	20	0	0	6	6	2	2	0	15	13	2	2	

SCS7	# of CSOs that have enhanced representation of constituencies		TOTAL					ETHIOPIË					KENIA					UGANDA					GHANA				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS071	# women led CSOs	0	26	35	23	22	0	2	2	3	3	0	12	12	2	2	0	2	2	3	3	0	2	2	1	1	
SCS072	# youth led CSOs (mixed or boys/young men)	0	14	12	6	3	0	2	2	0	0	0	4	4	1	1	0	2	2	1	1	0	2	1	1	0	
SCS073	# of CSOs not youth or (young) women led	0	55	68	30	44	0	0	0	1	1	0	4	4	2	2	0	15	15	2	2	0	1	1	1	1	
SCS074	# of CSOs both women and youth led (GYW-led)	0	25	27	36	24	0	0	0	7	6	0	1	2	1	1	0	10	10	2	2	0	4	4	4	2	

SCS6	# of CSOs included in the programme		TOTAL					ETHIOPIË					KENIA					UGANDA					GHANA				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS061	# women led CSOs	0	12	13	47	25	0	2	2	5	5	0	1	1	2	2	0	1	1	3	3	0	2	2	2	1	
SCS062	# youth led CSOs (mixed or boys/young men)	0	90	83	12	6	0	8	8	0	0	0	6	5	1	1	0	6	7	1	1	0	2	3	0	0	
SCS063	# of CSOs not youth or (young) women led	0	18	17	52	45	0	0	0	2	3	0	5	7	4	4	0	2	2	3	3	0	1	1	3	3	
SCS064	# of CSOs both women and youth led (GYW-led)	0	104	99	42	18	0	4	4	7	1	0	17	4	7	6	0	6	6	2	2	0	16	14	2	1	

	# of organizations with strengthened capacity to advance women's rights and gender equality		LIBERIA					MALI					SIERRA LEONE					PAN AFRICA NETWORK					JORDANIË				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
WRGE 5.2.1	WRG045	# of women-led CSOs	0	1	0	2	2	0	3	0	3	1	0	2	0	4	2	0	0	0	0	1	0	0	11	1	1
	WRG046	# of youth-led CSOs (mixed or boys/young men)	0	4	4	0	0	0	0	0	1	0	0	9	3	0	0	0	0	0	0	1	0	0	0	9	0
	WRG047	# of CSOs (not youth, not (young) women led)	0	3	0	4	3	0	1	0	1	1	0	1	1	2	2	0	0	0	3	2	0	0	4	4	4
	WRG048	# of CSOs both women & youth led (GWY-led!)	0	53	65	0	0	0	0	0	0	0	0	6	0	12	5	0	2	1	3	4	0	0	4	1	1

	# of CSOs that have enhanced representation of constituencies		LIBERIA					MALI					SIERRA LEONE					PAN AFRICA NETWORK					JORDANIË				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS7	SCS071	# women led CSOs	0	1	0	2	2	0	0	0	0	0	0	2	0	4	2	0	0	0	0	0	0	0	11	1	1
	SCS072	# youth led CSOs (mixed or boys/young men)	0	4	3	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	1	0	0	0	0	0
	SCS073	# of CSOs not youth or (young) women led	0	2	2	1	1	0	0	0	0	1	0	0	0	2	2	0	33	42	3	3	0	0	4	1	1
	SCS074	# of CSOs both women and youth led (GYW-led)	0	0	0	0	0	0	0	0	0	1	0	0	0	10	5	0	0	0	7	1	0	0	0	1	1

	# of CSOs included in the programme		LIBERIA					MALI					SIERRA LEONE					PAN AFRICA NETWORK					JORDANIË				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS6	SCS061	# women led CSOs	0	1	1	2	2	0	3	3	5	3	0	2	2	4	4	0	0	0	0	0	0	0	1	2	2
	SCS062	# youth led CSOs (mixed or boys/young men)	0	4	4	0	0	0	6	6	2	2	0	0	9	3	0	0	58	41	0	1	0	0	0	1	1
	SCS063	# of CSOs not youth or (young) women led	0	3	0	5	4	0	1	1	1	1	0	1	1	2	1	0	1	1	1	8	0	0	0	7	6
	SCS064	# of CSOs both women and youth led (GYW-led)	0	53	65	0	0	0	0	0	0	0	0	6	0	10	5	0	2	1	3	2	0	0	5	1	1

WRGE 5.2.1	# of organizations with strengthened capacity to advance women's rights and gender equality		LIBANON					MIDDLE EAST AND NORTH AFRICA					GLOBAL ADVOCACY NETWORK				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
WRG045	# of women-led CSOs		0	0	0	2	2	0	0	1	2	2	0	0	0	20	18
WRG046	# of youth-led CSOs (mixed or boys/young men)		0	0	0	0	0	0	0	0	0	0	0	0	0	4	4
WRG047	# of CSOs (not youth, not (young) women led)		0	0	0	4	4	0	0	0	9	9	0	0	0	16	16
WRG048	# of CSOs both women & youth led (GWY-led!)		0	0	0	0	0	0	0	1	1	0	0	0	0	9	9

SCS7	# of CSOs that have enhanced representation of constituencies		LIBANON					MIDDLE EAST AND NORTH AFRICA					GLOBAL ADVOCACY NETWORK				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS071	# women led CSOs		0	4	4	0	1	0	0	1	2	1	0	1	1	5	6
SCS072	# youth led CSOs (mixed or boys/young men)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SCS073	# of CSOs not youth or (young) women led		0	0	0	3	3	0	0	0	8	19	0	0	0	6	8
SCS074	# of CSOs both women and youth led (GYW-led)		0	7	7	0	0	0	0	1	1	0	0	3	3	3	5

SCS6	# of CSOs included in the programme		LIBANON					MIDDLE EAST AND NORTH AFRICA					GLOBAL ADVOCACY NETWORK				
			Baseline	2021		2022		Baseline	2021		2022		Baseline	2021		2022	
				target	actual	target	actual		target	actual	target	actual		target	actual	target	actual
SCS061	# women led CSOs		0	0	0	2	2	0	0	0	2	1	0	0	0	5	7
SCS062	# youth led CSOs (mixed or boys/young men)		0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
SCS063	# of CSOs not youth or (young) women led		0	1	1	4	5	0	0	0	4	7	0	3	3	19	17
SCS064	# of CSOs both women and youth led (GYW-led)		0	0	0	0	0	0	0	0	1	0	0	0	0	2	6

Annex C: Output Basket Indicator Actuals 2022 for Tier 3 organisations

WRGE 5.2.1	# of organizations with strengthened capacity to advance women's rights and gender equality		Total		ETH		KEN		UGA		GHA		LBR		MLI		SLE		PAN		JOR		LBN		MENA		GAN	
			2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022	
			target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual
WRG045	# of women-led CSOs		138	130	1	1	31	31	20	17	4	4	14	14	4	4	14	9	10	10	33	33	1	1	0	0	6	6
WRG046	# of youth-led CSOs (mixed or boys/young men)		78	83	0	0	18	18	13	18	2	2	11	11	4	4	10	10	4	4	11	11	0	0	0	0	5	5
WRG047	# of CSOs (not youth, not (young) women led)		98	105	1	1	24	24	2	7	3	1	29	29	4	4	3	7	15	15	11	11	1	1	0	0	5	5
WRG048	# of CSOs both women & youth led (GWY-led!)		267	212	2	2	45	45	59	35	25	24	22	15	11	11	14	12	50	31	1	1	6	6	0	0	32	30

SCS7	# of CSOs that have enhanced representation of constituencies		Total		ETH		KEN		UGA		GHA		LBR		MLI		SLE		PAN		JOR		LBN		MENA		GAN	
			2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022	
			target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual
SCS071	# women led CSOs		104	95	1	1	14	14	25	21	1	1	5	5	0	0	10	8	5	5	33	33	4	4	4	1	2	2
SCS072	# youth led CSOs (mixed or boys/young men)		89	81	1	1	14	14	57	47	0	0	3	3	0	0	5	3	0	0	9	9	0	0	0	4	0	0
SCS073	# of CSOs not youth or (young) women led		65	76	0	0	22	22	5	14	7	7	18	18	0	0	3	0	0	0	10	10	0	0	0	5	0	0
SCS074	# of CSOs both women and youth led (GYW-led)		147	136	4	8	43	43	35	15	7	7	15	15	7	7	18	24	0	0	1	1	6	6	3	2	8	8

SCS6	# of CSOs included in the programme		Total		ETH		KEN		UGA		GHA		LBR		MLI		SLE		PAN		JOR		LBN		MENA		GAN	
			2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022		2022	
			target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual	target	actual
SCS061	# women led CSOs		66	57	1	1	5	5	28	20	0	0	8	8	4	4	4	9	5	5	1	1	1	1	4	1	5	2
SCS062	# youth led CSOs (mixed or boys/young men)		64	67	0	0	5	5	28	26	1	1	9	14	4	4	5	1	3	3	9	9	0	0	0	4	0	0
SCS063	# of CSOs not youth or (young) women led		87	98	0	0	17	13	3	13	0	0	7	7	4	4	0	0	4	4	52	52	0	0	0	5	0	0
SCS064	# of CSOs both women and youth led (GYW-led)		164	157	2	2	39	39	18	18	7	7	30	22	17	17	18	20	10	10	3	3	7	6	3	2	10	11

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