Annual Narrative Report

Summary

List of Abbreviations

AGS	African Girls Summit
AU	African Union
AUC HPU	Aufrican Union Commission Harmful Practices Unit
CBO	Community Based Organisation
CSC	Country Steering Committee
CSO	Civil Society Organisation
CSW	Commission on Status of Women
DCI-ECPAT	Defence for Children International – ECPAT
DM	Directors' Meeting
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
FGM	Female Genital mutilation
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
LAS	League of Arab States
LBTQ	Lesbian, Bisexual, Transgender, Queer
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
MARYONET	Mano River Youth Network Sierra Leone
ME	Middle East
MENA	Middle East and Northern Africa
MFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
OHCHR	Office of the UN High Commissioner for Human Rights
PSI	Peer-Support Initiative
PME	Programming, Monitoring and Evaluation
PMEL	Programming, Monitoring, Evaluation and Learning
PoV	Power of Voices
PoV WRGE	Power of Voice Women's Rights & gender Equality
PoW	Power of Women
PSI	Peer Support Initiative
TdH-NL	Terre des Hommes Netherlands
ToC	Theory of Change
SCS	Strengthening Civil Society
SEAH	Sexual Exploitation, Sexual Abuse and Harassment
SGBV	Sexual and Gender Based Violence
SRHR	Sexual and Reproductive Health and Rights
UN	United Nations
UPR	Universal Periodic Review
VAWG	Violence Against Women and Girls
WRO	Women's Rights Organisation

Executive Summary

She Leads is a 5-year joint programme between Plan International Netherlands, Defence for Children - ECPAT Netherlands, the African Women's Development and Communication Network (FEMNET), Terre des Hommes Netherlands and the Dutch Ministry of Foreign Affairs under the Power of Voices framework. Equal Measures 2030 is a technical partner. The partnership brings together child rights organisations, feminist/women's rights organisations, and groups led by girls and young women (GYW-led groups). 2021 is the first year in which She Leads implements its strategies with the aim to increase sustained influence of girls and young women (GYW) on decision-making and the transformation of gender norms in formal and informal institutions.

With only 6 months of actual implementation in all countries She Leads is present, it is too early to draw conclusions in the three interrelated domains. The focus in the civil society domain, to enhance collective action of girls and young women in a gender-responsive civil society, is taking shape with support and linkages provided to GYW groups and organisations. Lots of awareness raising have been done in the communities She Leads is present in, as part of the socio-cultural domain in which we anticipate acceptance of positive social gender norms. Engagements with religious and community leaders, parents/caretakers and boys & men resulted in interesting signs of change that included public support for GYW leadership. Lastly, the institutional domain also showed some signs of change that contribute to the meaningful participation of GYW in decision-making by political institutions (the institutional domain).

She Leads completed its governance structure in 2021. In all levels of the consortium, meaningful participation of GYWn is embedded and accountability towards GYW is ensured.

This first annual narrative report of She Leads focuses on the implementation period January 2021 - December 2021. It assesses the context in which the She Leads programme is operating, it analyses any progress made in each domain of the Theory of Change, and it reflects on cross-cutting issues such as sustainability, inclusion, safeguarding and power dynamics. A total of 293 signs of changes were collected by the Networks, some of them identified and described by the GYW that participate in She Leads.

The She Leads annual narrative report 2021 is a consolidation of 12 network narrative reports and outcome harvesting sheets. All 12 She Leads network had a week-long reflection sessions on their context, the progress and learnings of their programme, and on their collaboration within and beyond the She Leads consortium. The She Leads narrative report will be complemented with a financial report, which is due on June 1 2022.

SHE HYMNS
#MaRiYoNet #DCI-SL #MirrorAfrica #SheLeads

I am a girl,
I know.
I am a woman,
I know too.
I am a girl who is striving to live in a society where men lead
And I know.
I am a girl being neglected,
A woman rejected for a sect
I don't know.
Yet they know my worth but they choose to close my mouth.
I am a girl who is thirsty to lead.
A woman with a beautiful dream.
I am here listening to the sound of hope that trumpet of peace but society gets me shackled.
I am a woman
I know.
Is that a barrier to success?
My being on earth has a presence
Accept me for who I am.
I am a girl
I know and I value it.
I am a girl
I have an impact I know
I am a gem, in fact, I know
My presence makes sense I know
But why I'm always thrown away, I don't know
I am a girl
I am super creative
I know
They know my actions are impactful
Things I touch turns gold
Steps I make are bold, so why can't I reap what I've sown
I am an emblem of Love
A special human created for a purpose.
I am that gem of prosperity
I am a leader
And she leads.

Mano River Youth Network Sierra Leone (MARYONET) launched a She Leads Media Campaign "Behind the Scene". This poem is episode 5 of "Behind the Scene". MARYONET is a youth-led organisation in the Sierra Leone Network.

1

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 inter-related 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 prioritizes 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.

This is the first annual report and covers the period January - December 2021. It includes a first assessment of the progress of the She Leads programme towards its objectives, and analysis of the different contexts the programme operates in. The report includes information on the output targets for the basket indicators of the Power of Voices Women's Rights and Gender Equality (WRGE) framework and the Strengthening Civil Society (SCS) framework, and the actual results on these indicators in 2021. Furthermore, this annual progress reports reflects on the She Leads learning agenda. The report closes with a chapter on the She Leads cross-cutting issues that include safeguarding, sustainability, inclusion and power dynamics.

The Ministry of Foreign Affairs granted the She Leads consortium a one-month extension of the submission date of its financial report for 2021. The financial and audit report will be submitted to the Ministry of Foreign Affairs no later than June 1st, 2022.

She Leads 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.

Increased acceptance of positive social gender norms.

Enhanced collective action of GYW in a gender-responsive civil society

Political institutions enable meaningful participation of GYW.

Influential leaders publicly question validaty of social norms.

Discriminatory norms are challenged in public debate.

Increased political will to reform decision-making structures and promote gender equality policies.

GYW increased presence in leadership positions within civil society.

Strong, diverse girls-led social movement.

Coalition of gender change agents in political institutions.

International institutions hold states accountable on girls' rights.

Visible and active gender and age role models.

Positive portraying of young female leaders by the media.

Adult-led CSOs support girls-led advocacy.

Child rights and women's rights actors working together.

CSOs jointly monitor government performance on girls' rights.

Increased participation and influence of girls in international institutions.

Traditional & religious leaders engaged as champions of change.

Boys & men are engaged in transforming gender norms.

Young feminist narratives gaining more media exposure.

Strengthened, better resourced girl-led groups.

GYW have confidence, political consciousness and skills.

Marginalized GYW are Organising in safe spaces.

Adult-led CSOs engage GYW in their advocacy actions.

Socio-cultural domain
Community mobilization, role models, lobbying

CSO domain
capacity strengthening, movement building for GYW rights, joint learning, linking and networking

Institutional domain
Lobby and advocacy, evidence generation/research

2

Contextual Analysis

This section describes the most important changes in the external and internal context and how it influenced implementation of the program. This section builds upon the context analysis of the She Leads program document (2020) and the annual plan 2022.

2.1 changes in the external context

Covid-19

In the first year of She Leads, Covid-19 had a serious impact on the roll-out of the programme and consortium building. Contracting new organizations, meeting new colleagues, materializing the Theory of Change (ToC) and operationalizing the programme all happened on-line. While digital tools prove to be very efficient for meetings, it can never replace face-2-face interaction that is so crucial in building relations and trust. Hence, it is a logical consequence that some networks took more time in investing in these relationships and learning the programme, before they rolled out the programme fully.

In the course of 2021 the She Leads networks faced the effect of a new Covid-19 variant - Omicron - which resulted in new lockdowns and limitations

of group gatherings/movements. Activities had to be postponed or had to be organized on-line. More colleagues in She Leads got infected that often led to a pause of work. Vaccine inequality is also a reality many of She Leads colleagues and GYW face. Available vaccines are not of good quality or expire quickly, meaning that governments prioritize vulnerable groups for vaccinations and not GYW. Now that more countries are opening up their borders, and the international/regional decision-making bodies resumed physical meetings, the unavailability of vaccines to GYW is a serious threat to their meaningful engagement in these spaces.

The impact of Covid-19 measures have devastating impacts on the lives of GYW. The longest school closure was in Uganda, lasting for two

years. In Kenya, it was noticed that mostly boys returned to schools after they opened again. Also the emergency laws lasted longer than expected (or are still in place) and have restrictions on movement or gatherings, making it not possible for GYW to meet, organize or participate in (She Leads) events/activities. These emergency laws also had a profound impact on the civic space

Crisis & conflict

Lebanon, Ethiopia and Mali experienced – and are still experiencing - the effects of multiple crises and/or conflict. GYW are experiencing a higher risk of GBV, have limited access to basic needs or drop-out of school. The inflation in these countries worsened the situation. The Beirut-blast, culminated in 2021 into a deep socio-economic and security crisis with extremely high currency inflation, fuel shortage, power cuts, basic needs shortage, medication and health-care shortages, strikes of public institutions and ongoing Covid-19 infections. This had a deep impact on the daily lives of GYW

who experience domestic violence, unemployment, discontinuation of education, early and forced marriages, period poverty, stress, anxiety and lots of uncertainty. Many GYW, who had the chance, left Lebanon. These crises in Lebanon affected the implementation of She Leads in multiple (in)direct ways. Budget adaptations were necessary as prices of commodities and transport skyrocketed throughout the year. The high prices of fuel and power cuts in the country often led to postponement or cancellation of activities – sometimes even at the last minute. Because of the dire situation that is felt hard on an individual level, program participants expressed a great need in basic services, putting the interest in She Leads' topics (GBV) aside. She Leads colleagues supported them (via other ways) in their basic needs, but also worked on sense-making with program participants of the root cause that led to an increase in VAWG .

The war in Ethiopia between the federal government and Tigray's People Liberation Front affected

implementation as activities were postponed, and government priorities shifted towards the war. In some of the She Leads implementation areas requests were made for a emergency humanitarian response as the number of internally displaced people increased. Especially adolescent girls and young women face the threat of GBV and not having access to basic needs. Communities She Leads is implemented in, and government stakeholders She Leads works with showed some resistance towards the program as it is solely advocacy and not a service providing program. In the past months Ethiopia is experiencing inflation; costs of commodities and services dramatically changed making it necessary for the network to do budget amendments.

The social-political and economic situation continues to deteriorate in Mali as a result of political, security and health crises. The security in the country remains very insecure and there are concerns about the military-civil transitions. The imposed economic sanctions by the Economic Community of West-African States (ECOWAS) have led to an increase in the prices of food. In the second half of 2021, protests in support of the military leadership and against foreign interference and pressure on Mali (particularly France and ECOWAS) took place.

Since 2020 there is a resurgence in raiding in Karamoja Uganda; a region She Leads is implemented. Raiders kill hundreds of people and stealing the cattle that are the livelihoods of the communities in Karamoja, and since July of last year the government launched a disarmament campaign. The Office of the United Nations High Commissior for Human Rights (OHCHR) documented evidence of human rights violations by the Ugandan Army. The rising conflicts and insecurity delayed implementation in this regio, and it is expected to be halted if violence continues.

Civic space
The 2021 CIVICUS People Power under Attack report included Mali and Jordan as countries whose ratings deteriorated, and even downgraded Jordan to 'repressed'. In Uganda civil society organisations are experiencing notable shrinking civic space; civic

space remains repressed. The Uganda NGO bureau ordered immediate suspension of 54 NGOS – some of them child or GYW-focused – on 20 August 2021. This comes in the context of intensifying intimidation and harassment of CSOs. Collective advocacy with CSOs remains under close watch of the government. The Ugandan She Leads network took efforts to collaborate with leaders from (sub)national levels to mitigate the volatile reality of civic space. Nevertheless, it impacted organisations' ability to organize and engage with stakeholders.

The worsened economic and political crises in Lebanon sparked protests in 2021. During some of these protests the Lebanese army was deployed using force (i.e. teargas rubber bullets), country officials continue to crack down on freedom of opinion and speech, and military courts are used to intimidate people or to retaliate against critical speech or activism. The lack of independent media in the country showed additional risks for the She Leads program, as no reliable information is shared. It is feared that the democratic (election) process wil be undermined because of the spread and amplication of disinformation across social media. The relationship with communities has proven key in the verification of news in media (e.g. on roadblocks).

Several radio stations and TV broadcoasters were ordered by the Ethiopian Media Authority to stop sharing foreign news reports. In some cases licenses for various media groups were suspended and at least one foreign journalist was expelled last year and 20 journalists were arrested by authorities. It is likely that these cases are connected to media coverage of the war in Tigray. On the other hand, the amendment of the CSO proclamation is showing signs that collaboration at national level is presenting opportunities.

Subsidy-programmes that are implemented in Jordan by CSOs and (I)NGOs require approval from the Jordanian government. The approval of the Jordan Womens Union in July '21 and Plan International Jordan in October 2021 shows that the approval process is lengthy and complicated, and lead to a delay in implementation of the first activities under She Leads. Moreover, the government

control on (subsidy) programmes results in a lack of flexibility and adaptability in the Jordan and MENA programme - the consortium organisations have to stick to what they require approval for from the government.

The increased shrinking space on human rights defenders in Palestine resulted in the designation by the Israeli authorities of DCI-Palestine and five other human rights organizations in Palestine as terrorist organizations in October, 2021. This designation is the first in a regional trend of increasing restrictions on human rights defenders and organizations. This step would definitely implicate GYW's agency and leadership in decision making in public, private and civic sphere.

Some She Leads networks mentioned positive developments in the enabling environment for civil society. The Ghana Network used the momentum around the "fix the country" campaign, which has already contributed to a deepened freedom of press and social campaigning, to do GYW-led media influencing and advocacy.

2.2 Changes in the internal context

The She Leads desk, where the global consortium is being coordinated, had changes in staff as well. Twice, the desk PMEL coordinator resigned with Plan International the Netherlands because of opportunities elsewhere or other reasons. The She Leads consortium worked for many months with an interim PMEL coordinator. The discontinuity of a dedicated PMEL coordinator in the first year, imposed some challenges on PMEL processes specifically on finalizing the results framework, rolling out the PMEL system, and coordinating the baseline study. In addition, two staff-members at Plan International the Netherlands who were responsible for IATI left the organization as well. As lead party in She Leads, Plan experienced a brain-drain on IATI.

Several working groups were set up to support the work of the consortium desk, and to ensure

representation of all consortium organisations in all coordination-related work: communications, finances and PMEL. The PMEL working group consists of two representatives per consortium organisation: one PMEL officer from the global consortium organisation and one PMEL officer from a consortium organisation in the programmatic regions. The membership of this working group brings in a user-perspective on all PMEL related issues, which only results in a better PMEL system.

2.3 Risks and opportunities

Many risks identified in 2020 materialized last year. The majority of mitigation strategies worked to prevent program participants from any trouble or to avoid delays in the implementation of She Leads. In annex A the She Leads risk matrix is included.

- In different networks, and on consortium level there was turnover of staff. Documentation and handover processes are in place. The consortium experienced more than one turn-over at the Desk on the M&E position. While hand-over and an interim PME officer were in place, a continuation gap did emerge.
- The magnitude and influence of risks on the program implementation of conflicts and crisis, including Covid-19, resulted in changes of likelihood and impact. Close monitoring, flexible planning, and budget amendments remain mitigation strategies.
- For 2022 there is a heightened risk in different networks because of planned elections. Lebanon, Kenya and potentially Mali will have elections in 2022. The political temperature in Kenya is rising earlier than in previous elections, and is also noticeable in Uganda. Expected is a higher impact on the implementation of She Leads. The consortium in Lebanon formed initially a taskforce to develop activities and capitalize on the momentum of the planned elections - there is new political atmosphere with young candidates running for the elections - however the uncertainty on the general security context as well as the overall distrust of government by citizens let the consortium decide to stop with these engagements.

3

Reflections of outcomes

of She Leads in 2021

Members of the Mali Network including GYW during the Annual Reflection Meeting

She Leads adopted in its PME&L system key building blocks of adaptive programming - the use of a theory of change and outcome harvesting – to do justice to the complex and disruptive nature of a lobby & advocacy programme. The broad She Leads team benefitted from the Girl Advocacy Alliance's (GAA) previous experiences in monitoring and reflecting on lobby & advocacy programme. Yet, for many colleagues and organisations within She Leads it was also a process of mastering new methodologies making it a challenging task. To prepare for the annual reflection on 2021, the PMEL working group (with representatives from each region) organized a basic outcome harvesting training for the network coordinators, and provided them with tools, templates and timelines. In future annual reporting processes, these trainings will be extended to more colleagues in She Leads.

The first implementing year of She Leads is not a full implementing year for each network. Throughout the year more organisations were contracted to join the She Leads networks as partners. Network coordinators came on board in Q2 and Q3 of 2021. Sufficient time was spent to provide new colleagues and partners with ownership of the strategies and objectives of the programme. By Q3 all networks

were fully implementing activities. During the annual planning process, we intentionally left out outcome harvesting (some networks, however, did a light outcome harvesting session), meaning that this is the first moment the networks reflected on their progress.

Network coordinators made an extra effort to let GYW participate meaningfully in this first annual reporting process. In Sierra Leone, for example, young leaders from the different partners were prepared via special consultations and sessions to feel at ease with the methodologies and tools. In the special consultations the GYW already discussed possible signs of changes. In Uganda, the GYW that participated in the annual reflection meeting received preparatory training allowing them to get a better understanding of the purpose and workings of the annual reporting process.

Summary of signs of changes

In total, the She Leads networks collected a total of 293 signs of changes. Some of these signs are identified and described by GYW themselves. 15 signs were collected on the strategic objective level, and even eight signs on impact level. At the level of

the social-cultural (36%), institutional (29,7%) and civil society (26,3%) domain 270 signs are collected. The majority of the signs are positive changes. Only 11 changes describe a negative change (all unintended), and most of them happened in the social-cultural domain. Most signs of change are identified at local and community level (128 signs).

After one year of implementation, it is hard to already draw conclusions on the progress of the programme. All networks started with full imple-mentation after six months into 2021, which in general is a too short time span to achieve actual policy or practice change. Some of the signs that are identified by the networks, built upon the work done by the GAA, which is of great benefit and value and testifies of sustainability.. As this is the first year in She Leads, we see that most signs of change (93) are the result of advocacy campaigns including awareness raising, followed by lobby (70), that fits the nature of this first year where much focus is on creating awareness of the consor-tium and its issues, and building relationships with stakeholders.

Furthermore, each network made different agree-ments on their annual reflection process. For

example, the Network in Kenya agreed with all its partners to limit the number of signs per organi-sation to trigger a deep discussion on potential changes. The Uganda network started as one of the first networks with implementing activities and has experience with outcome harvesting from GAA, which could partly explain the higher number of signs of changes by this network.

She Leads result framework and MFA basket indicators

The She Leads result framework includes three outcome areas (socio-cultural domain, civil society domain and institutional domain) a strategic outcome and impact. In the result frameworks four cross cutting themes are included: safeguar-ding, inclusion, sustainability and power dynamics. Furthermore, She Leads monitors on outputs of lobby and advocacy and capacity strengthening. The She Leads results framework connects to MFA basket indicators WRGE 2.1 and WRGE 2.2. The latter is a new included indicator into our framework after advice from the MFA. Find below an overview of the 2025 targets per country for the outcome basket indicator. In this report we only report on output indicators that are connected to the MFA basket indicators as per partnership requirements.

She Leads basket indicators targets 2025

She Leads Indicator		Contributing to MFA basket indicators		ETH	KEN	UGA	GHA	LBR	MLI	SLE
S.O Number of laws, policies and societal norms blocked, adopted or improved to promote GYWs voice, agency, leadership, and representative participation in decision-making processes in public, private and civic sphere.	WRGE 2.1	**WRGE indicator 2.1. # of laws, policies and strategies blocked, adopted or improved to promote women's voice, agency, leadership, and representative participation in decision-making processes in public, private and civic sphere. (link SCS2)**		ETH	KEN	UGA	GHA	LBR	MLI	SLE
		WRG012	# of laws	1	3	4	3	3	3	3
		WRG013	# of governmental policies	2	4	8	1	3	1	1
		WRG014	# private sector policies		1	0				
		WRG015	# of by-laws	1	1	1		26		
		WRG016	# of international agreements							
n/a	WRGE 2.2	**WRGE indicator 2.2. # of times that CSOs succeed in creating space for CSO demands and positions on women's voice, agency, leadership and representative participation in decision-making processes in public, private and civic sphere, through agenda setting, influencing the debate and/or movement building (link SCS3)**		ETH	KEN	UGA	GHA	LBR	MLI	SLE
		WRG017	# times at national / international	0	24	8	7	28	2	10
		WRG018	# times at subnational	0	24	8	10	28	2	7

She Leads Indicator		Contributing to MFA basket indicators		P-AFR	JOR	LBN	MENA	GAN	Total
S.O Number of laws, policies and societal norms blocked, adopted or improved to promote GYWs voice, agency, leadership, and representative participation in decision-making processes in public, private and civic sphere.	WRGE 2.1	**WRGE indicator 2.1. # of laws, policies and strategies blocked, adopted or improved to promote women's voice, agency, leadership, and representative participation in decision-making processes in public, private and civic sphere. (link SCS2)**		P-AFR	JOR	LBN	MENA	GAN	Total
		WRG012	# of laws		5	4			29
		WRG013	# of governmental policies		0	1			21
		WRG014	# private sector policies		1				2
		WRG015	# of by-laws		1	4			34
		WRG016	# of international agreements	7			2	52	61
n/a	WRGE 2.2	**WRGE indicator 2.2. # of times that CSOs succeed in creating space for CSO demands and positions on women's voice, agency, leadership and representative participation in decision-making processes in public, private and civic sphere, through agenda setting, influencing the debate and/or movement building (link SCS3)**		P-AFR	JOR	LBN	MENA	GAN	Total
		WRG017	# times at national / international	3	3	5	3	40	133
		WRG018	# times at subnational		3				82

3.1 The social-cultural domain: increased acceptance of positive social gender norms.

Number of signs per strategy - Outcome 1

- Advocacy Campaigns (incl. Awareness raising)
- Capicity development
- Linking and networking
- Lobby
- Mobilisation and activism
- Research (for advising)
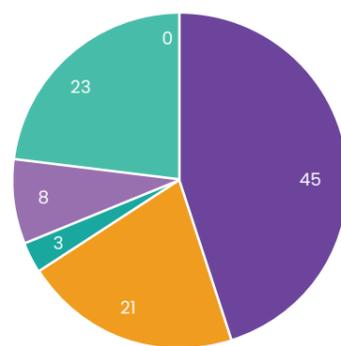
Number of signs per level of intervention - Outcome 1
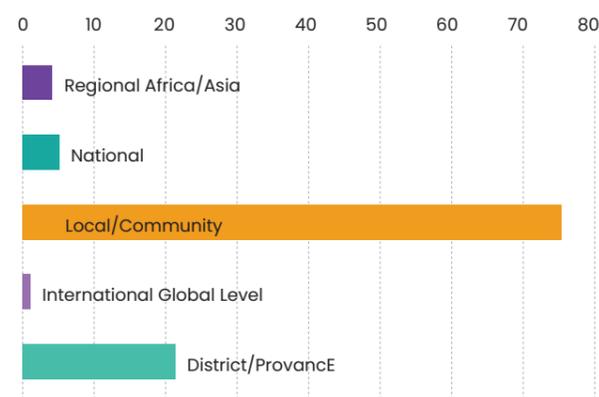
Most signs of changes are identified in the social cultural domain, with a total of 106. If one looks at the applied strategies, most signs of changes are the result of advocacy campaigns including awareness raising initiated by She Leads networks. The second and third most applied strategies are capacity development and mobilisation and activism. Across the She Leads program, we see

that most identified signs of change happen at the intermediate outcomes within the social-cultural domain and specifically with community (leaders), family and boys & men as stakeholders. In some networks, there are cases of religious or community leaders acting as a Champion of Change or role model and publicly questioning the validity of existing social norms [that are negative or harmful]. These actors play a key role in raising awareness on negative social gender norms and practices that limit the participation and leadership of GYW in the community. Of additional importance are the actors' abilities to mobilize their constituencies. Community leaders and religious leaders have also a significant influence on drafting, ratification and enforcement of by-laws. In this first year of imple-mentations the networks focused on identifying the key actors, and establishing relationships with these stakeholders, and on community awareness raising.

Traditional & religious leaders engaged as champions of change

Many changes include examples of stakehol-ders committed to support the implementation of the She Leads programme, and giving GYW the opportunity to take leadership positions in their community structures. Most of the time this is the direct result of awareness raising activities and capacity strengthening activities done by She Leads partners, or GYW themselves. These signs form the basis for changes in different outcomes in our ToC. An example includes the 25 leaders and parents/caregivers from communities (Sagu, Chansa, Kperisi & Chegli) in the Upper West region in Ghana, committed to be Champions of Change and to collaborate with She Leads partners to ensure smooth community advocacy. 30 leaders (institutional, community and religious) in the Agogo-Asante Akim North District (Ashanti – Ghana) pledged their commitment to create civic space for GYWs during community durbars supporting their leadership and inclusion in decisi-on-making. Another example comes from Uganda. A group of GYW from Bulamagi subcounty in Uganda engaged with 150 local council leaders and parents/caretakers on the rights of GYW that have disabilities, focusing on access to education and participation in decision-making processes.

Understanding the position of GYW with disabilities enables local leaders to speak out in public, and challenge any negative gender norms associated with GYW and disabilities. The invitation of the GYW came after orientation meetings with local leaders and community awareness meetings on GYW engagement organized by the She Leads network.

Boys & men are engaged in transforming gender norms

An example of boys & men actively committing to promote participation and leadership of girls and young women in decision-making processes comes from Liberia. In November 2021, the Boys/Men network Group of Sinji Town, Garwula District, Grand Cape Mount County advocated to the Management of Radio Cape Mount to create a regular radio platform for GYW- Led organizations where their voices, issues and messages will be amplified in the county. After various engagements between GYW, CSOs, community leaders, and boys' and young men groups such as community sensitization, networking, learning and sharing on experiences, a boys' group in the Bosomtwe District (Ghana) have started advocating for girls to achieve their academic potential to guarantee them the economic independence during the International Day of the Girl Child celebration. This makes them role models that have the potential to contribute to transform positive gender norms.

Young feminist narratives gaining more media exposure

There are also some small initiatives around the amplification of young feminist narratives in the media. The expectation, however, is that more significant changes occur in the upcoming years as the a lot of the foundational work has been done. The media engagement strategy "I Speak for Myself" that was developed in the Pan-African Network in 2021 will enhance the visibility and parti-cipation of GYW on diverse issues by the media in Africa and will enhance the media capacity & capabilities of GYW in articulating their issues. In Jordan, however, a sign was reported on young feminist narratives. In February 2022 a social media campaign to raise awareness on legislation that impacts gender justice was initiated and designed

by GYW after they participated in awareness and discussion sessions on gender justice that were organized by She Leads in 2021. The group of GYW applied their legal knowledge in this campaign, targeting primarily university students and GYW in Jordan society in the mobilization for gender justice, but also to create a broader support in society. After capacity strengthening support to GYW-led groups in Sierra Leone, GYW used their own platforms to raise awareness on the participation of GYW in decision-making.

Influential leaders publicly question validity of social norms

The networks also identified a few significant changes of influential leaders that publicly question the validity of existing social norms that are harmful for girls' leadership. Late November 2021, a Referent of the Church of Uganda in Buyende district committed to convene a gathering for religious leaders to stimulate them to support and engage GYW in church decision-making structures and processes. In addition, the referent issued a decree to all religious leaders under the Archdeaconery to incorporate messages against GBV in Sunday sermons.

### Discriminatory norms are challenged in public debate

In Kenya, Kwale County, community leaders formed an advisory board tasked with the responsibi-lity for social transformation and the creation of a safe environment for GYW leadership and their meaningful participation in the community. GYW and community leaders have discussions in this platform on discriminatory social norms. The advisory board functions as a link between the community and government departments in Kwale county, such as the police and department of youth. If specific issues that affect GYW in Kwale need to be addressed or challenges, it can happen via this advisory board. The advisory board was formed after capacity strengthening of influential community leaders in 2021 by the network in Kenya. This included demystification of conventional beliefs about gender and support and knowledge on positive gender norms.

Role of parents, caretakers and family

Parents, caretakers and family are not included in the overall ToC as a stakeholder. Nevertheless, we see in several signs of changes that these groups are an important stakeholder in several networks as earlier indicated in the contextualized ToCs. For example, in Sierra Leone positive parenting contributed to parents/caretakers allowing their children (GYW) to participate in She Leads activities, in decision-making in their homes, and allowing them to meet in safe spaces in their community.

3.2 The civil society domain: enhanced collective action by GYW and a gender responsive civil society

Number of signs per strategy - Outcome 2
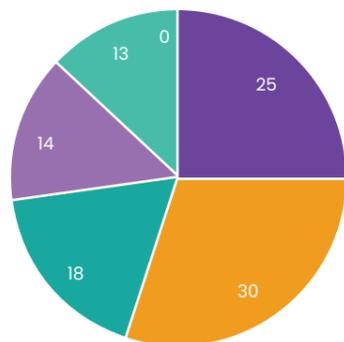
A total of 77 signs were identified in the civil society domain. Most signs of changes that are identified by the different networks, are connected to capacity strengthening. This strategy is followed by advocacy campaigns and linking & networking. Most of these signs are identified on a sub-national level.

Number of signs per level of intervention - Outcome 3
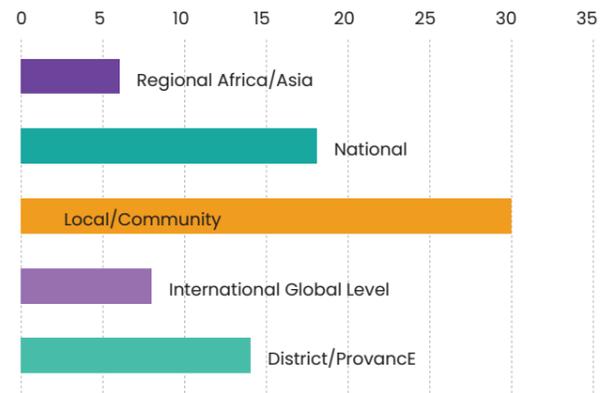
Confidence, political consiousness, skillss, organising in safe spaces & strengthened, better resourced girl-led groups.

Supporting and resourcing GYW-led groups/organisations is one of She Leads' core strategies. Many of She Leads' interventions in 2021 focused on including GYW-led groups/organisations into the She Leads networks. A large mapping exercise, to get better insight in the existence and presence of GYW-led groups/organisations in She Leads intervention areas, was done in 2021. Engaging GYW-led organisations as full network members, ensures equal partnership between adult-led and GYW-led organisation at network level and ensures GYW full engagement in the programme cycle of She Leads in these networks.

Furthermore, the mapping exercise is used to connect GYW-led groups/organisations with the network to create linkages with other GYW-led groups/organisations, to provide access to capacity support or resource opportunities. Support to GYW in Ethiopia resulted in various initiatives contributing to GYW-leadership and political consciousness, and self-organising in safe spaces. One of them is the establishment of the national GYW-forum in Addis Ababa. This forum encourages GYW to strengthen each other and their own agency, share experiences amongst each other, and allows them to organize better in the identification of advocacy issues and the actual influencing

of government bodies. GYW from Kiberia, Nairobi identified FGM as a priority issue for their advocacy work. After workshops on evidence-based advocacy, concept & report writing, fundraising and target mapping, the GYW organized themselves to succesfully fundraise resources for an FGM sensitization meeting with community members and leaders. One of the GYW groups in Sierra Leone organized a radio show "girls to girls talk" to engage community members on issues that GYW deal with in the Sahn Malen Chiefdom, after they engaged in skill-strengthening activities on advocacy & lobby, safeguarding, report writing and leadership. This is considered an important sign, showing that girls taking lead and ownership in advocating for their issues and creating space for their initiatives. In the extreme challenging context of Lebanon, GYW were able to gather as a group at the end of this year in Nabaa and Sabra. Lobbying with the Ministry of Education in Lebanon resulted in the ability to create girls' scouts networks in four state schools in Beirut and Mount Lebanon. Most of the already existing group scouts in state schools are either politicized or sectarian, these girl's scouts networks are one of the first groups that promote co-existence, leadership, independence and free thinking These two groups of GYW have the ambition to work on gender equality and identified their wishes for capacity development, which will have a follow-up in 2022.

Child rights and women's rights actors working together, joint monitoring of governments performance on girls rights and adult-led CSOs supporting girl-led advocacy.

In Ghana, we identified changes with adult-led CSOs that engage GYW in their advocacy actions. For the first time ever, local CSO in the Western North region engaged with 6 members of GYW groups as facilitators or community liaison staff, to raise awareness on gender issues. Eventually they formed gender committees in various communities since June last year. These young women are role models and break barriers. In their new positions, they will positively influence other young women and girls. Prior to this development, the young women joined various She Leads capacity strengthening activities, and participated in formal and informal institutional engagement.

Closer cooperation between GYW-led groups/organisations and adult-led cso's is also visible. Young women-led Ghana network member organisations Erudite Women's Empowerment Foundation and Women Aspire Network joined the national level CSOs networks Women in Law and Development in Africa and the Ghana Civil Society Platform on Sustainable Development Goals in Ghana for joint advocacy purposes and network opportunities, and increasing the presence of GYW in civil society platforms. Another example of Child Rights Organisations, WROs and GYW working together are the UPR consultations for Sierra Leone in May 2021. In four regions, consultations with adult CSOs in the Child Rights Coalition and with GYW were done. Resulting in key messages of GYW that were shared with 53 Permanent missions in Geneva just a few days before the UPR in order to call on the diplomats to use the recommendations in their statements at the UN Working Group of the UPR. In Bamako there were forums held on women's participation in elections and reforms in the last quarter of 2021. GYW took the opportunity to speak out in these forums and shared their views and demands on their participation in the development of Mali as a country.

As a result of supporting GYW-led groups and organization with technical skills such as mapping influencers and policies/legislation, fundraising and proposal writing or lobby and advocacy skills, more girl-led influencing in the different networks is visible. Girls in Ethiopia questioned the implementation of the current youth policy via interface meetings with government stakeholders in the GYW forum.

Furthermore, late 2021 EM2030 started with their support to networks on the use of data and data-collection methods that can be used to hold states accountable on girls rights.

GYW increased presence in leadership positions within civil society

She Leads continues to work in this outcome area on capacity strengthening, linking and learning and joint advocacy, with the aim to have significant changes in the top level of the ToC. By principle,

She Leads practice what we preach. Many CSOs in She Leads worked on the GYW leadership in their own organisations. She Leads consortium, FEMNET, Trailblaizers Mentoring Foundation, Integrated Disavled Women Activities and the Youth Advocacy and Development Network included GYW in their (advisory) boards that will influence and advise decisions. The She Leads Network in Uganda created a National GYW-desk to facilitate GYW leadership in the country steering committee and collaborate on decisions in the programme cycle. These changes are however in the consortium, and focus in the coming years will be to scale-up these engagements with non- She Leads partners for their buy-in. The Kamuli and Buyende districts in Uganda can be an example: since January 2022 5 GYW have been elected into leadership positions within their communities. In Buyende, GYW worked on the creation of a youth leadership wing at the Irundu Catholic Church, and now has representation from a girl.

Adolescent girls in Sierra Leone have called on the Government to promote a holistic realization of their rights in the country (May 18, 2021).

3.3 The Institutional domain: increased meaningful partici-pation of GYW in institutions

87 signs were collected in outcome area three: the institutional domain. Many of the work done in this domain focused on mapping key influencers and decision-makers, key policy or by-laws to develop, block or implement, and to invest in relationships with champions to create awareness and interest among institutions in GYW leadership and to create opportunities for GYW to participate in spaces they traditionally are excluded from. Eventually, these steps are the first towards an enabling environment for the meaningful participation of GYW in political institutions. From the graph below one can see that most signs of change are connected to lobby & advocacy, followed by advocacy campaigns including awareness raising, which fits the nature of a first year of implementation. In absolute numbers, most signs of change are identified at national and sub-national level which is logical as there are more networks with a (sub)national advocacy agenda.

Increased participation and influence of girls in international institutions.

The participation of GYW in international institutions started off well in 2021. She Leads uses accounta-bility mechanisms such as UPR or other influencing mechanisms to monitor government's performance on girls' rights and to hold them to account, and to push for more structures that enable meaningful participation of GYW.

A significant change is that the UN Working Group on discrimination against women and girls actively seeks to get girls' inputs on their work and engage meaningfully with girls throughout 2021. This is very important because this working group has the potential to set precedent for how other UN Special Procedures Mandate Holders can include girls in their mandates and also engage actively with girls and young women activists. This outcome is the result of many activities through 2021 (and before during GAA), starting with the influencing of the working group's mandate to include girls (in 2019) and continuing in 2021 with a presentation to the Working Group on the focus of their 2022 girls' report.

International institutions hold states accountable on girl's rights

GYW from the Sierra Leone network used existing international mechanisms – the Universal Periodical Review – to monitor the status of their rights - including their right to participate - in their country, and hold their governments accountable. In Sierra Leone, CSOs jointly discussed with the govern-ment the recommendations from their UPR (May 2021) which led to the launch of the review of the Government White Paper that reviews the national constitution. The efforts that lead to the joint UPR report were already described under the civil society domain. The continued joint-lobby between adult-led CSOs and GYW resulted in this sign of change, at national level. The Sierra Leone Network will continue to follow up on the other UPR recom-mendations and revise support to the review of the constitution.

Number of signs per strategy - Outcome 3

- Advocacy Campaigns (incl. Awareness raising)
- Capicity development
- Linking and networking
- Lobby
- Mobilisation and activism
- Research (for advising)
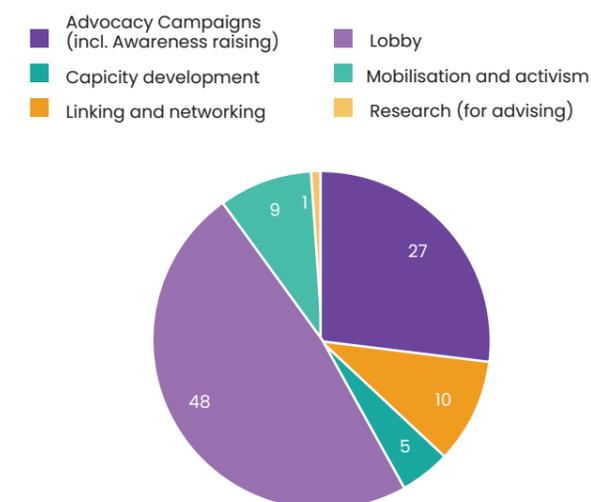
Number of signs per level of intervention - Outcome 3
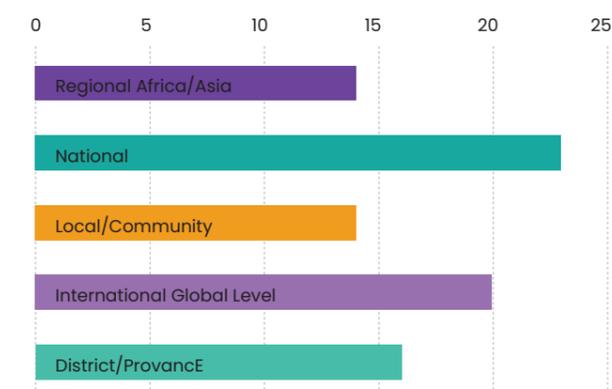
GYW and adult-led CSOs developed two shadow reports on the situation of GYW-rights in Uganda for the UPR in 2021. A group of 25 GYW from Uganda participated in this review. After the technical and capacity support of the Global Advocacy Network, the GYW collected and selected the issues they wanted to address with the permanent missions in Geneva at the Human Rights council. In the UPR pre-session, Mastula (21, young female advocate) delivered a statement on the state of human rights in Uganda focusing on the discrimination GYW face in decision-making and sexual and gender-based violence. Recommendations from this group

included access to free and quality education to all girls country wide, and strengthen the SGBV referral systems to support SGBV survivors in accessing medical, economical, legal and psycho-social services. This example highlights the confidence and political consciousness the GYW have, and the way they organize themselves around their advocacy demands. Furthermore, this also shows that She Leads is recognized as experts of engaging youth in UPR processes.

A She Leads joint submission to the Special Rapporteur on the promotion and protection of freedom of opinion and expression in response to a call for inputs to inform the thematic report on the right to freedom of opinion and gender justice for the 76th session of the General Assembly resulted in 4 references about GYW in the report of the Special Rapporteur. All these references came from the She Leads joint submission. For this joint submission by She Leads, GYW from within and beyond the She Leads networks, were directly and meaningfully included. The MENA regional network, for example, organized a submission meeting with GYW from various countries present to directly work on the submission. GYW-led groups/organisations do not work directly in this network yet, as a large part of the implementation of MENA program was affected by the long government approval process in Jordan. It shows the alternative ways are explored to make the submission rich in input and meaningful in process.

increased political will to transform decision-making structures and promote gender equality policies

The 3rd African Girls Summit (AGS) showed signs of political will to reform decision-making structures. GYW were invited to participate in the Technical Working Group in drafting the Niamey Call to Action and Commitment on Eliminating Harmful Practices, which was endorsed in Niamey on November 18th. The Pan-African network supported the participation of the GYW before, during and after the AGS. This call to action has clear commitments to meaningful support and resource GYW. During the 3rd AGS, GYW developed a communique to amplify their voices on issues related to the decision-making power of GYW on the African continent. These

GYW not only showed their confidence, political consciousness and ability to organize, but also increased the presence of GYW in this international engagement with stakeholders such as CSO and governments.

She Leads also invested in interesting decision-makers and leaders to create opportunities for girls to participate in the spaces they traditionally never used to go to. In Jordan, for example, long consultations and discussions on the priorities of She Leads were initiated with the Jordan National Commission on Women by the Jordan She Leads networks, which led to unification of priorities and this included to put GYW issues on the national agenda. During the 16 days of activism the Secretary General of Jordan National Commission on Women highlighted the importance of GIW rights and participation in public spaces and politics. This is remarkable as most CSOs and institutions in Jordan are advocating for (senior) women's rights. It also means there is momentum for GYW rights and has the potential to spill-over to other institutions.

political institutions enable meaningful participation of GYW

An example of creating an enabling environment for GYW participation is the development of child engagement guidelines to ensure meaningful and safe participation of children, and is initiated by the African Union Commission (AUC) – Harmful Practice Unit (HPU). While the product is very basic, it gives the necessary support for the engagement of girls in the HPU. Furthermore, the HPU committed to facilitate monthly children-led webinars on child marriage and other issues starting from November 2021. The Pan-Africa network targeted the AUC, by sharing the necessary safeguarding matrixes from this consortium.

The Ministry of Basic Education in Sierra Leone was influenced to mainstream the participation of girls and young women in decision-making levels. As a result, the Ministry set up a youth advisory group on January 2, 2022 to be part of their internal decision-making structure. This has the potential to be a stepping stone for other governmental institutions in mainstreaming the participation of young people in decision-making processes.

3.4 Realisation of output targets in 2021

The She Leads consortium submitted targets for the output indicators in December 2021. On overview of these 2021 targets, the 2021 actuals and the new set targets on these output indicators for 2022 can be found in the table below:

CA.1 Number of GYW organisations trained in advocacy skills	WRGE 5.2.1	# of organizations with strengthened capacity to advance women's rights and gender equality		TOTAL	
				2021	2022
				target	actual	target
		WRG045	# of women-led CSOs	11	16	49
		WRG046	# of youth-led CSOs (mixed or boys/young men)	22	30	11
		WRG047	# of CSOs (not youth, not (young) women led)	15	17	19
		WRG048	# of CSOs both women & youth led (GWY-led!)	103	98	105

2.2 Number of CSOs/CSO networks with increased representation of girls and young women in active membership and/or leadership	SCS7	# of CSOs that have enhanced representation of constituencies		TOTAL	
				2021	2022
				target	actual	target
		SCS071	# women led CSOs	26	35	56
		SCS072	# youth led CSOs (mixed or boys/young men)	14	12	21
		SCS073	# of CSOs not youth or (young) women led	55	68	36
		SCS074	# of CSOs both women and youth led (GYW-led)	25	27	56

n/a	SCS6	# of CSOs included in the programme		TOTAL	
				2021	2022
				target	actual	target
		SCS061	# women led CSOs	15	26	33
		SCS062	# youth led CSOs (mixed or boys/young men)	5	9	7
		SCS063	# of CSOs not youth or (young) women led	20	20	22
		SCS064	# of CSOs both women and youth led (GYW-led)	23	6	22

Organisations with strengthened capacity to advance GYW's rights and gender equality

GYW-led groups and organisations are central in the She Leads program; most support to strengthen the capacity of CSOs is directed to CSOs that are led by girls and/org young women. This support included (advocacy) skills and knowledge, linking and learning, and funding. In 2021 the consortium supported GYW-led groups and organisations in various ways. Almost 100 GYW-led groups/organisations are supported by the She Leads networks. Approximately 98 GYW-led groups/organisaitons participated in capacity strengthening trajectories of the different networks that focused on gender and social inclusion, advocacy & lobby, safeguarding, meaningful youth engagement, financial management and fundraising.

Some of this support was more tailored. In Liberia, the network supported the informal GYW-led groups that were established in GAA in Bomi and Bensonville to reform to CBOs.The Ethiopian network also supported the Yellow Movement - GYW-led network member - in restructuring their operations for better addressing GYW-issues. Collaboration with and support to GYW-led groups in the Jordan network faced delay because of the complicated government approval process. However, the network already started their collaboration with a GYW-led feminist collective by building their capacity on internal financial and administration management so they would be ready once She Leads was approved by the government. The Pan African Network contracted GIMAC young women network (a GYW-led network) after it provided support in their journey for legal registration. In 2022, they will be a contracted network member.

The consortium envisioned to fund and resource GYW-led (informal) groups in 2021 already. This was, however, unfeasible as several consortium organisations had to work on a different financial control approach that is supportive of partnership with GYW-led groups. Existing due diligence procedures do not match the realities of GYW-led groups.

Late 2021, the networks in Ghana, Liberia, Uganda and Jordan started with the first stages of testing a youth resourcing model with the aim to ensure that direct financial support to GYW groups can be realised in the coming year.

CSOs that have enhanced representation of GYW

This basket output indicator links to She Leads outcome indicator (2.2) in the civil society domain, and explains to which extent GYW are represented in active membership and/or leadership within CSOs and CSO networks and relates to any decision-making role in the organisation/network. The networks set annually targets on this basket indicator to measure how many CSOs and CSO networks improve their representativity of GYW in their work, this can include for example that a CSO also advocates for GYW issues. This is a broader approach than what we measure with the She Leads indicator, that specifically focuses on leadership and active membership of GYW. In 2021 we saw that CSOs or networks enhanced their representation of GYW in their work and organisations. The target we set in 2021 is not achieved. This might have been a too ambitious target as 2021 is characterized with a shorter period of implementation. In the upcoming year we will explore with the networks how we can better monitor and set targets for this indicator.

CSOs that are included in She Leads

As per MFA Strengthening Civil Society IATI Indicator guidelines, this indicator includes 1st and 2nd tier civil society partners. First tier partners are included in the consortium agreement and have committed to the partnership agreements that are part of the programme proposal. Second tier partners are partners who are directly contracted by any of these partners within the scope of the implementation of She Leads. She Leads has in both 1st and 2nd tier a mixed group of organisations in the consortium, including GYW-led or Women-led organizations as 1st and 2nd tier organisations. For 2022, it is expected more GYW-led groups/organisations join as 2nd tier organizations into the partnership.

3.5 Adjustments and changes in the She Leads Theory of Change

With the majority of the programme being implemented for six months, and changes evolving the way we expect, we see no need to adjust or change the ToC at this point in time. One reflection made, however, is that several signs of changes referred to positive parenting. Several networks identified parents, caretakers and family as an important lobby target, and hence included these actors into their contextualized ToC. The "overall" ToC of She Leads, however, does not mention parents, caretakers, or family as an important stakeholder in either the ToC building blocks or in any of the assumptions related to the socio-cultural domain. This will be monitored and evaluated more closely, and might evolve in an adjustment in the ToC.

4
Learning Agenda

The She Leads approach to learning is based on three principles: learning is based on local needs, it is as much as possible GYW-led and it is action-oriented (based on continuous reflection and adaptation of the practice). She Leads country networks organise their own learning processes around the key moments of the annual cycle of planning, imple-mentation and monitoring, in particular the annual reflection meeting (February) and the annual planning meeting (August).

In most She Leads networks, learning actions undertaken during 2021 consisted of:

1. National level meetings at which network members and GYW stakeholders jointly discuss their learning issues and reflect on the results of their actions. This includes the two key moments mentioned above but also other regular (quarterly) sessions of the network. The issues varied from the concept of feminism in Ghana to effective safeguarding in Sierra Leone and the importance of social media for community mobilization in Kenya. Presentations by network members, guest speakers and consultations with experts and well-known rights activists were the mostly used learning methodologies.

2. Sub-national level sessions in which network members that are working in the same geographical location jointly reflect on their practice of promoting GYW partici-pation. These sessions generally have a

strong GYW engagement. Exchange visits involving partner organisations and GYW-led groups provided great opportunities for joint learning and experimentation. The reflection meetings organized by the She Leads network in one district in Sierra Leone with several GYW-led organizations participating, clearly demonstrate the value of direct and active engagement in joint learning.

3. Specific learning actions developed by consortium members separately. Plan International for example organized a webinar for all Plan country offices involved around the best practices to resource GYW-led organiza-tions. DCI-ECPAT organized a learning session during 2021 for its partner organizations on effectively linking national with international lobby and advocacy efforts.

Last year, the consortium desk designed a global learning journey which will start in 2022. Based on the 2022 annual plans of each network, the desk

distilled one learning issue that is of interest to all networks: how can GYW effectively participate and influence relevant decision-making processes. Experiences and insights from She Leads imple-mentation will be shared and debated through global webinars and through exchanges in an online global learning community.

A specific learning and capacity support trajec-tory initiated during the second half of 2021, is the Peer Support Initiative (PSI). This initiative supports network coordinators by bringing them together in monthly sessions to explore a specific element of their task. This is done through the methodology of intervision: a small group of participants prepares a specific case and asks for the advice of their peers. So far, 4 meetings were held on various topics: the challenges pertaining to the role of coordinator and facilitator, the practice of self-care and well-being, approaches to promote GYW participation in network decision-making and a joint reflection on the annual plans for 2022. The issues of the PSI were identified by the group of network coordinators.

5
Cross cutting themes

5.1 Safeguarding

She Leads is committed to ensure safe involvement for GYW into the programme, and that our programme structure have an enabling environment for their safe and meaningful engagement. Our safeguarding practices should eventually contribute to a culture of safeguarding, where everyone can have an open conversation on safeguarding and that goes beyond a compliance approach. All the organisations/groups that joined the She Leads networks as a partner, worked with a safeguarding checklist to assess their internal safeguarding policies and procedures. This checklist is part of the She Leads safeguarding protocol, and based on the rigor safeguarding policy of the consortium Lead Plan International. In the application of this protocol, some "checks" not always speak to the reality of the different organisations/ groups that are contracted in the networks; they are too heavy and too technical. It was therefore decided that the checklist serves best as a conversation starting point with contracted organizations. A deepdive on safeguarding, presented the safeguarding protocol of She Leads to all colleagues in the consortium to provide clarity on what policy to

follow, and what minimum standards should be in place. (New) colleagues within the consortium are trained or refreshed on the safeguarding protocol. While the She Leads protocol on safeguarding is specific on who's safeguarding policy to adhere to, there is an expressed need to develop a She Lead safeguarding on working with GYW. In addition, GYW themselves report to She Leads that safeguarding procedures tend to be infantilizing them. Together with the members of the GGYWB we will collaborate on a consortium feminist guideline on safeguarding which balances the protection-agency angle, and also looks at the wellbeing of young women in She Leads. This guideline will specifically focus on safeguarding and well-being of young women, who fall outside of the traditional safeguarding policies.

In 2021, a total of 2 safeguarding incidents (or suspicion of incident) were reported to the She Leads desk and to the Ministry of Foreign Affairs. Detailed safeguarding compliance reporting per consortium organisation is submitted in a seperate document.

5.2 Sustainability

Sustainability of the She Leads programme is ultimately about ensuring that its decisions and interventions respond to the interests and priorities of girls and young women and their organizations. Several measures have been taken to embed GYW meaningful participation in She Leads' governance and programme interventions:
1. the creation of the Global Girls and Young Women Board strengthens GYW influence on decisions regarding She Leads' strategies, collaboration, learning agenda and governance.
2. the appointment of young women as network coordinators is a deliberate attempt to put young female (feminist) perspectives at the heart of each She Leads network and country programme.
3. the strategy of including GYW-led organizations among the contracted partner organisations (some of them were set up and nurtured through the previous GAA programme as youth groups).
4. In addition to GYW-led organisations as partners of the programme, the consortium

also engages and supports informal GYW-led groups and clubs. The consortium only works with existing groups and clubs which have already organized themselves around issues that are important to them (instead of creating new organizations)
5. the support provided to GYW-led organisations (either as partners or as informal groups engaged in the programme) aims to strengthen their organizational capacity, including their ability to raise sufficient resources for their operations.

After one year in She Leads, we also experience the positive effects of building upon the work done by the Girls Advocacy Alliance in some networks.
1. Some of the signs of change identified by the networks are not only a result of interventions done by the She Leads Network, but also by activities that were implemented under GAA.
2. several network coordinators in the She Leads programme are GAA alumni;
3. some GYW-led network member organisations were set up through the GAA as youth groups.

5.3 Inclusion

In 2021, the country offices of Plan International and TdH contracted civil society organisations as partners in the implementation of the She Leads program. Civil society organisations directly contracted by DCI-ECPAT and FEMNET were mostly already identified and selected in 2020, but the process was finalized in early 2021.

During the first six months of 2021, each She Leads network hired a network coordinator to manage their regional or national partnership. Each network intentionally hired a young female professional (<35) to coordinate the network. This happened via a joint recruitment process between partners. Some of the network coordinators are Girls Advocacy Alliance -alumni. The network coordinators are participating in a monthly linking & learning initiative – Peer Support Initiative (PSI) - to support them in their work and the challenges they encounter. The PSI is a safe space and fosters sisterhood.

At the end of 2022, the governance structure of She Leads was completed with the selection of members for the Global Girls and Young Women Board (GGYWB). The country networks nominated candidates for the GGYWB, and the global steering committee (GSC) did a final selection to have a diverse as possible composition of this board. Nine GGYWB members were selected and are aged between 16 and 24 years old, are diverse in religion and background, and live in the urban or rural communities She Leads is present. The members of the GGYWB will work in 2022 on the terms of reference, but what is already certain is that the GGYWB serves to strengthen the GSC's accountability to GYW's communities.

Many networks work (either as direct colleagues, direct partners, or within the community) with GYW from diverse background and with various identities: from rural and urban areas, GYW that are in University/School or left University/School earlier, GYW that are young mothers, GYW with different abilities, and GYW with various sexial orientations or gender identities. The consortium enables their meaningful participation as much as possible by creating safe spaces, safeguarding & well-being, providing support such as sign language or translation services, and puts much emphasis on well-being. In some network-level processes, the GYW are directly supported by the Network coordinator - a young woman herself - to ensure meaningful participation. An example of this is the preparation and guidance by the network coordinator of Mali to GYW for their participation in the annual planning process.

At the least, the GYW are compensated financially for all expenses they made. The consortium also identified an area of action, which is compensation for the time of GYW invest in their meaningful participation especially in light of the inflation in some of the countries She Leads works in.

In a minority of the She Leads networks, there is collaboration with young LGBTQI organisaitons/consortia, or young LBTQ are participating in She Leads (such as Lebanon or Kenya). However, in the majority of the networks sexual orientation and gender identity remains a sensitive topic. On a global consortium level we had several conversations with other consortia/organisations that specifically focus on young LGBTQI, on if, where and how to create synergies or linkages, and how we can avoid to do the LGBTQI agenda any harm. Where possible, connections between She Leads networks and LGBTQI organisations/consortia are facilitated or created to have an ongoing dialogue. Bilateral conversations between global consortium organisations and counterparts in the networks have started in 2021 and will be ongoing.

5.4 Power Dynamics

As part of the baseline study, an anonymous partnership survey on power dynamics in the consortium was done. In that survey, a majority of respondents reported that they co-decide with other partners in all areas of decision-making. The vast majority of the respondents either agree or strongly agree that they have ownership over decision-making, the processes are based on trust and decision-making is transparent.

During the annual reflection meeting the different networks had conversations on power dynamics and collaboration in the consortium. One network indicated that on the level of country consortium dynamics of power are in play, making the space sometimes unsafe for other network members to freely express their opinions. Several networks developed constitutions or terms of references to define roles and responsibilities of each partner. In general, the networks indicate that everyone in the partnership is committed to make equal decisions and share responsibilities. Network coordinators are supported bilaterally as well as through the PSI how best to handle these dynamics and help the network to develop to a shared and safe space for all. Moreover, discussing and reflecting on power differences, power sharing and power dynamics continue to be on the agenda of consortium meetings as well as in reflection and reporting processes.

The network coordinators work with a joint budget that they manage themselves. With this budget they can facilitate joint activities such as learnings, exchanges, consultations with GYW or joint publications. The aim with this budget is that network members and the network coordinator have ownership over these activities and that these activities are shared and not led by only one organisation. In 2021, each consortium organisation on network level had to transfer their contribution to the coordinating organisation where the network coordinator is hosted. This led to huge coordination challenges for the network coordinators, with sometimes power dynamics in play which were not anticipated. The She Leads desk worked with the network coordinators on a solution, and from 2022 they receive the total joint budget via the She Leads Desk.

5.5 Collaboration with other strategic partnerships and the Ministry of Foreign Affairs, including Embassies of the Kingdom of the Netherlands

On various levels in the consortium we see various initiatives to shape the partnership with the MFA. In the East African region, with Ethiopia, Kenya and Uganda we see many initiatives and collaboration between She Leads and the EKN. In Uganda, the EKN is establishing connections between the different strategic partnerships in the country. For example, closer connections are established between young people, including GYW, that participate in She Leads, Power to You(th) and We Lead. The EKN to Kenya and Ethiopia also initiate meetings between different strategic partnership to facilitate joint collaboration. The Dutch Ambassador to Ghana and his partner attended the She Leads Ghana Network Launch, and showed his support to She Leads. Also, the Embassies in Jordan and Mali are in contact with the She Leads network to establish relationships and explore the partnership together. The network in Lebanon is in contact with the DUtch MFA and the EKN in Lebanon, after a request done by the GSC to have a dialogue on the deep crisis situation in the country, and learn and exchange on how to continue a lobby & advocacy programme in such a context. Several meetings were organized by MFA/EKN. In these meetings most information is shared by CSOs towards the MFA. A suggestion to add value to these meetings is to learn from MFA's experiences with lobby & advocacy programmes in other contexts that have similar scale of impact and magnitude.

Furthermore, She Leads established connections with other strategic partnerships under the PoV -WRGE and LGBTQI framework such as Right Here Right Now 2, Power to Youth, We Lead, Count Me In!, Power of Pride.

ANNEX 1: Risk & Mitigation Matrix

Risk	Mitigation	Result	Residual risk* (L/M/H)
Avoidable risks: related to internal factors			
Consortium organisation(s) not meeting grant requirements	• Partnership agreement Addenda details grant require- ments 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	• 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	• 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

Risk	Mitigation	Result	Residual risk* (L/M/H)
External risks: cannot be avoided			
COVID-19 incidence (including new/other pandemic or epidemic) and/ or measures	• 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 quarantaine • 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 quarantaine • 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	• 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
Conflict, instability & war	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

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)
Political or social unrest	• 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
Elections and changing political contexts			
Procedural delays in processes of policy development, legislation and/or policy implementation			
Staff changes	• Development of operational guidelines and SOPs for (financial) management, planning, monitoring and evaluation. • Realistic budgeting for HR capacity	Continuity of operations and collaboration	M
Budget cuts by the Ministry	• 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
Strategic risks: inherent with strategic choices, ambitions and expected 'value'			
Lack of coordinated collaboration of consortium members	• 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 collab- oration at different levels (local, national, regional, global)	Realistic timeframes, capacity strengthening and support in place, culture of openness to discuss and address issues	M

Risk	Mitigation	Result	Residual risk* (L/M/H)
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)	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	• 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.	• 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

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