2024

She
LEADS

Annual
Narrative
Report

PLAN INTERNATIONAL

FEMNET — The African Women's Development and Communication Network

DEFENCE for CHILDREN · ecpat

Terre des Hommes Netherlands

Ministry of Foreign Affairs

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List of Abbreviations

AU	African Union
AAU	Addis Ababa University
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism
EAS	Alliance of Sahel States
EVAC	Ending Violence Against Children
BYM	Boys and Young Men
CBO	Community-Based Organisation
CEDAW	Convention on the Elimination of Discrimination Against Women
CEFM	Child, Early, and Forced Marriage
CEVAWG	Convention on Ending Violence Against Women and Girls
CNT	National Transitional Council
COP	Conference of the Parties
CS	Cabinet Secretary
CSO	Civil Society organisation
CSW	Commission on the Status of Women
DCI-ECPAT	Defence for Children International – ECPAT Netherlands
ECOWAS	Economic Community of West African States
EKN	Embassy of the Kingdom of the Netherlands
EM2030	Equal Measures 2030
ETE	End-Term Evaluation
FEMNET	African Women's Development and Communication Network
FGD	Focus Group Discussion
FGM/C	Female Genital Mutilation/Cutting
FOSDA	Foundation for Security and Development in Africa
GAN	Global Advocacy Network
GBV	Gender-Based Violence
GSC	Global Steering Committee
GYW	Girls and Young Women
ICPD	International Conference on Population Development
IMF	International Monetary Fund
IPPF	International Planned Parenthood Foundation
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
MENA	Middle East and North Africa

MFA	Ministry of Foreign Affairs
MINUSMA	United Nations Multidimensional Integrated Stabilisation Mission in Mali
MTR	Mid-Term Review
NDC	Nationally Determined Contributions
NETRIGHT	Network for Women's Rights in Ghana
NGO	Non-Governmental Organisation
OHCHR	Office of the High Commissioner for Human Rights
PDSEC	Social, Economic, and Cultural Development Plan
REC	Regional Economic Communities
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedures
SRH	Sexual Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
TdH NL	Terre des Hommes Netherlands
ToC	Theory of Change
UN	United Nations
UNDP	United Nations Development Programme
UPR	Universal Periodic Review
WILDAF	Women in Law and Development in Africa
YLO	Youth Leadership Organisation

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

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

Global
- Defence for Children – ECPAT Netherlands
- Defence for Children International Secretariat
- Equal Measures 2030
- African Women's Development and Communi-cation Network (FEMNET)
- Plan International Netherlands
- Plan International United Nations Liaison Office in Geneva and New York
- Terre des Hommes International Federation
- Terre des Hommes Netherlands

Jordan
- Boy Scouts and Girl Guides
- Creativity Club Karak
- Idoun
- Jordan River Foundation
- Jordanian National Commission for Women
- Jordanian Women's Union
- Plan International Jordan
- Rased-Hayat centre
- Terre des Hommes Lausanne
- West and East Center

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

Lebanon
- Amel Association
- Dar Al Amal
- Defence for Children International 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
- SORO
- L'Association des Jeunes pour la Citoyenneté Active et la Démocratie (AJCAD)
- 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
- Plan International Lebanon
- Plan International Jordan
- Terre des Hommes Lausanne
- Terre des Hommes Netherlands

Pan-Africa
- African Women's Development and Communi-cation Network (FEMNET)
- Defence for Children International Sierra Leone/ DCI Africa Desk
- ECPAT International
- GIMAC Young Women Network
- Horn of Africa Youth Network
- Plan International African Union Liaison Office
- Terre des Hommes Netherlands

Sierra Leone
- Advocacy and Empowerment Network
- Children's Network
- Deaf Women Advocacy Network
- Defence for Children International Sierra Leone
- Female Force Foundation
- Future Leaders Group
- Girls Advocacy Alliance Community
- Girls Advocacy Development Network
- Girls Aid Movement
- Girls Skills Training Platform Group
- Inspiration for Human Development
- Mirror Africa
- Muloma Girls and Young Women's Group
- Plan International Sierra Leone
- Sierra Leone Association of Women in Journalism
- Women's Forum Sierra Leone

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

Executive Summary

In 2024, the She Leads programme continued to advance its mission of empowering girls and young women (GYW) to influence decision-making and transform gender norms across Africa and the Middle East. Despite operating in increasingly complex and volatile environments, the programme achieved significant progress across its three strategic domains: socio-cultural, civil society, and institutional.

The external environment presented significant obstacles. In Lebanon, the escalation of conflict disrupted programme implementation, forcing partners to relocate and shift activities online. Despite these constraints, GYW in Beirut initiated mental health sessions in shelters, offering critical support to displaced peers. In Ethiopia, ongoing violence in the Amhara region led to school closures and heightened risks of gender-based violence. Meanwhile, inflation and economic instability in countries such as Ghana, Mali, and Liberia limited GYW's ability to engage in voluntary activities, as many were compelled to prioritize income-generating work.

Internally, the programme responded with agility. In Ethiopia, implementation was relocated from Adet to Bahir Dar to maintain community engagement. In Lebanon, activities were adapted to online formats, and safe overnight accommodations were arranged to ensure continued participation. Staff transitions, including the departure of network coordinators in Kenya and Lebanon, were met with renewed leadership, including the appointment of GYW as project officers—an encouraging step toward youth-led implementation.

A profound moment for the She Leads community came with the tragic loss of Fatima Hassouna, a Palestinian photojournalist and youth advocate, who was killed in an airstrike in Gaza in April 2025. Fatima had been a powerful voice within the programme, using her photography to document life under siege and advocate for justice. Her passing deeply affected the network and

underscored the risks faced by young women in conflict zones.

Programme outcomes in 2024 were substantial. Over 650 youth groups were supported, nearly half of which were led by GYW. In Ghana, traditional leaders facilitated the return of over 20 girls to school following pregnancy or financial hardship. In Mali, community leaders in 19 villages issued public declarations to end child marriage. In Sierra Leone, traditional female circumcisers signed pledges to abandon FGM, and in Kenya, GYW leveraged platforms like TikTok to promote gender equality.

In the civil society domain, She Leads made significant progress in strengthening GYW-led organizing and activism. Across multiple countries, young women formalized their groups, registered as community-based organizations, and secured funding for their initiatives. In Sierra Leone, climate advocate Esther established the Youth Leadership Organization, trained 25 GYW on climate resilience, and represented them at COP28 in Dubai. Her organization subsequently secured a €30,000 grant and launched a national mentoring programme. In Mali, GYW created self-managed savings and credit funds through "girls' cafés," using their own stipends to support income-generating activities—an innovative and sustainable model of grassroots empowerment.

Institutionally, GYW influenced policy at local, national, and international levels. In Ghana, their advocacy contributed to the passage of the Affirmative Action Act, which sets a 50% target for women in leadership by 2030. In Sierra Leone, GYW played a key role in the enactment of the Prohibition of Child Marriage Act. At the pan-African level, She Leads GYW were instrumental in shaping the African Union Convention on Ending Violence Against Women and Girls (CEVAWG), adopted in February 2025. At the global level, GYW participated in the UN Human Rights Council and the Global Conference on Justice for Children, where they influenced international

commitments on gender and youth rights. Learning and adaptation remained central to the programme's approach. In Uganda, partners emphasized the importance of long-term partnerships with civil society, media, and community leaders to drive social norm change. In Kenya, GYW reflected on their participation in the Gen Z protests, highlighting the value of psychosocial support for young activists operating in high-risk environments.

Cross-cutting themes such as innovation, inclusion, and safeguarding were embedded throughout the programme. In Lebanon, GYW developed anonymous GBV reporting systems in schools. In Uganda, girls with disabilities co-led national summits. In Ghana, safeguarding protocols were strengthened through risk assessments and medical support at events.

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Introduction

GYW from Kenya are marching for girls and womens rights on during the 16 days of Activism Against Gender Based Violence

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 (EM2030) 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 the 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 is done at the Middle East and North Africa (MENA) and Pan-Africa regional and global levels, targeting institutions and stakeholders at these levels.

She Leads prioritises six key strategies for 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 2024 consolidates 12 network reports on She Leads. Each network convened to jointly reflect on changes and developments in their contexts, reviewing their strategies and interventions of the previous year and how these contributed to change. Furthermore, the networks also reflected on their collaboration and performance. 142 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 participated in the network workshops, the input of many other GYW was sought and collected previously to the seminar for the outcome harvest logbooks and as inputs on progress, collaboration, and context

Reading guide
The annual report begins with an overview of the main developments in both external and internal contexts and their impact on the She Leads program (chapter 2). The following chapter discusses the results, outcomes, and impact of She Leads strategies in 2024 (chapter 3). The annual report then describes the learning journey that She Leads undertook in 2024 (chapter 4) and outlines the ambitions and progress on collaboration and performance, focusing on inclusion and safeguarding (chapter 5). Finally, the last chapter presents the financial progress (chapter 6).
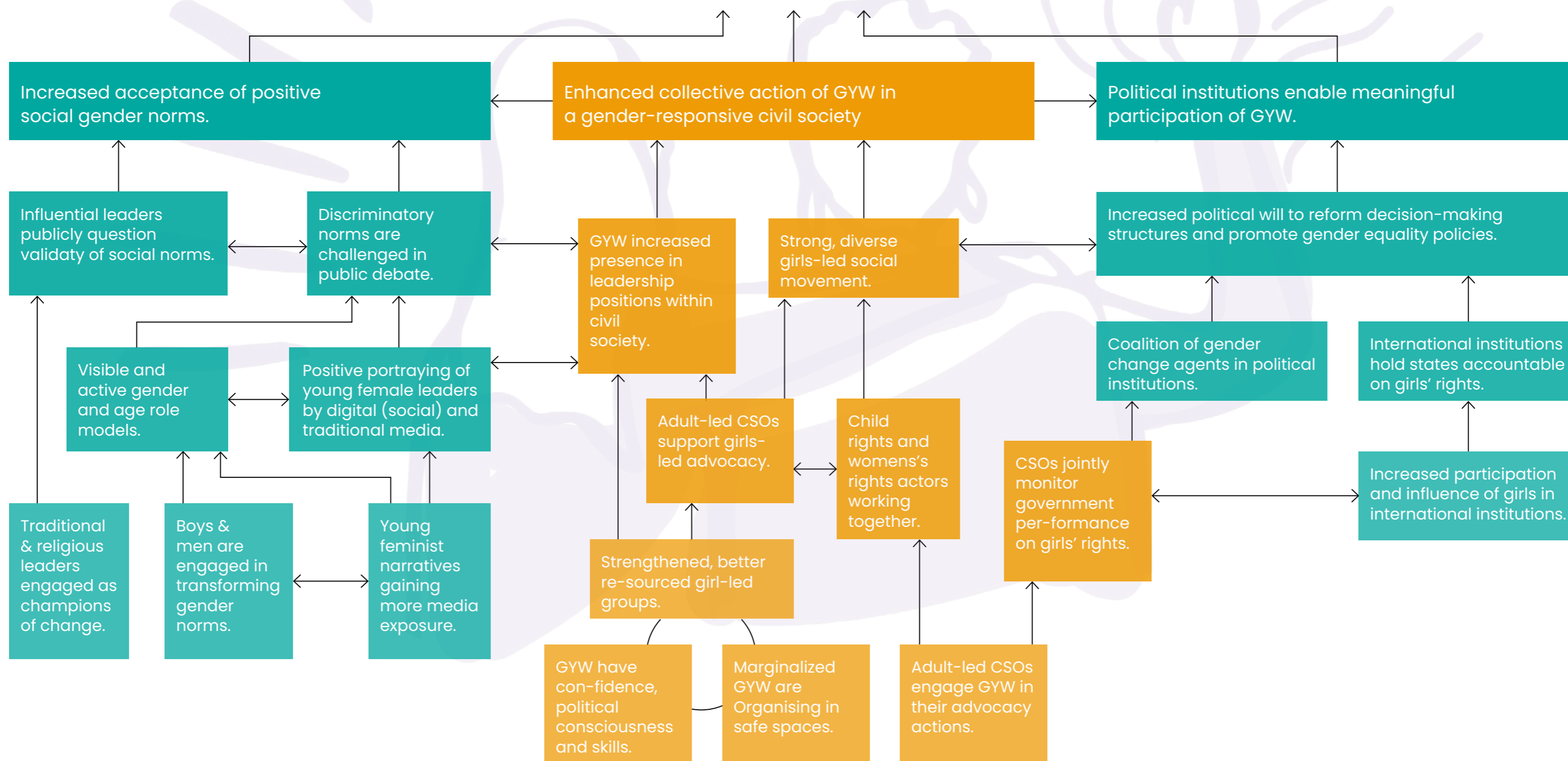
Theory of Change

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.

GYW increased presence in leadership positions within civil society.

Strong, diverse girls-led social movement.

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

Visible and active gender and age role models.

Positive portraying of young female leaders by digital (social) and traditional media.

Adult-led CSOs support girls-led advocacy.

Child rights and womens's rights actors working together.

Coalition of gender change agents in political institutions.

International institutions hold states accountable on girls' rights.

CSOs jointly monitor government per-formance on girls' rights.

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 re-sourced girl-led groups.

Increased participation and influence of girls in international institutions.

GYW have con-fidence, 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, awareness raising, media advocacy

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

Institutional domain
Lobby and advocacy, evidence generation/research

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Contextual Analysis

2.1 External developments

Economic:
In Lebanon, Liberia, Ghana, Mali and Sierra Leone, inflation and economic instability stirred prices up which impacted GYW's programme participation. They had to prioritise (the search for) paid work over volunteering and programmatic activities, rising prices increased vulnerabilities of GYW to exploitation and violence, and youth unemployment and school dropout increases.

The Finance Act in Sierra Leone and the Tax Law Amendment Act in Kenya led to higher costs of living and rising inflation. Moreover, in Kenya, the Social Health Insurance Fund forces GYW to pay to be able to access health services within public hospitals.

Macroeconomic reform in Ethiopia introduced a market-based determination of the exchange rate, resulting in gains for some partners and losses for others - depending on when funds were received during the year. In Liberia, the Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism (ARREST) agenda by the new government and the World Bank's $80 million financing package will

hopefully help to stabilize the economy. The establishment of the Alliance of Sahel States (AES) led to the withdrawal of donors from Mali, which could affect She Leads partners and GYW groups.

In the MENA region, many donors redirected their resources to humanitarian response in Gaza and Lebanon, leading to a reduction in funding for development and human rights initiatives. This financial strain was compounded by Lebanon's ongoing economic crisis, leading to higher costs of living. Economic instability affects GYW's ability to participate voluntarily in the program.

Social
In Addis Ababa, Ethiopia, government-led demolitions for the construction of corridors in Kazanchis have disrupted education, affecting key gender clubs that were leading advocacy efforts.

The rise in femicide in Kenya, with 97 women killed between August and October 2024, has created a climate of fear for adolescent girls and young women. Their attempts to protest peacefully on

Human Rights Day were met with violent abductions and killings, including teargas and arrests of activists.

Increased droughts and high inflation contribute to continued migration from rural communities in Northern Ghana to urban areas further South. Migrating GYW face risks of violence, (sexual) abuse and exploitation, and financial insecurities. For She Leads, this affects the stability of GYW groups at the community level, particularly within the North East Region.

In Sierra Leone, increased abuse of harmful substances like KUSH by youth led to parents restricting their children to engage in She Leads activities and groups in certain districts.

Political
Peaceful demonstrations inKenya over the proposed Finance Bill were met with police violence and disrupted many aspects of life. Moreover, Kenya has been operating without a Cabinet Secretary (CS) for Gender and Affirmative Action, which means a significant gap in advancing gender-related policies.

In Sierra Leone, a tripartite committee is working on recommendations for future elections after claimed irregularities during the 2023 elections. Unrest around complaints on fairness and neutrality in this process during 2024 have led to fear amongst people and disruptions of life.

Heightened tensions in the lead-up to the Ghana 2024 general elections affected the security of GYW, particularly in the North East. The elections were won by the NDC, and a new government was installed with Ghana's first ever female Vice President. Unfortunately, the actual ratio of women appointed into parliament and as Ministers has been disappointing, despite the Affirmative Action Act which passed in 2024.

The privatization of the Addis Ababa University (AAU) in Ethiopia has affected accessibility because students are expected to pay tuition fees or should get support from the government for sponsorship. With the university shifting focus to profitability and raising funds, there is less emphasis on initiatives that support school communities and address challenges, like the Yellow Movements. Moreover, Ethiopian universities are facing heightened security concerns due to ongoing political instability leading to some universities making more guarded decisions and restricting students' expression and movement.

Conflict - Security
Continuous conflict in Ethiopia has resulted in hundreds of deaths and human rights abuses in the Amhara region. The violence has forced thousands to flee their homes, resulting in a humanitarian crisis, and the Amhara and Oromia regions have experienced significant school closures. The high number of out-of-school children has led to increased risks, particularly for girls, including gender-based violence and forced marriage.

The escalation of the war in Lebanon heavily affected safety, security and mobility, particularly in high-risk areas such as the South of the country, impacting the She Leads activities. GYW and She Leads colleagues were forced to relocate due to the war. She Leads partner Dar Al Amal's offices in Nabaa Beirut were threatened by the Israeli forces, and an intervention by the Lebanese Army was needed to end the situation. The ongoing war in Gaza greatly affected the MENA region, including She Leads GYW and partners in the region. The ongoing instability in the region prompted an online modality to ensure continued participation, despite travel disruptions and security concerns. In the West Bank, increased violence and mobility restrictions heavily impact GYW and She Leads partner DCI Palestine. The growing sense of uncertainty for GYW in the region, particularly those in conflict zones, has an effect on GYW's and staff members' mental health.

The transitional government of Mali terminated the peace and national reconciliation agreement (the 2015 Algiers Accord) in January 2024. This highlights the change in stance of some signatory groups of the agreement.

Legal

Major legal milestones were achieved during 2024 in some She Leads countries, to which the strategic lobby and advocacy by She Leads were pivotal.

In Ghana, the long awaited Affirmative Action Act was passed in September. The Act sets ambitious gender representation targets—30% by 2026, 50% by 2030—across public offices, governance, and leadership positions.

In Sierra Leone, the Prohibition of Child Marriage Bill 2024 passed in July, making it illegal for children below 18 years to be married. GYW's and She Leads partners' lobby and advocacy for these laws started already during the previous Girls Advocacy Alliance programme. On the other hand, there is significant delay in the enactment of the Child Right Act 2024, which includes banning FGM.

In Kenya, following the enactment of the Kwale Sexual and Gender Based Violence Act 2023, Kwale county launched an SGBV Standard Operating Procedures (SOP) to streamline the reporting and handling of SGBV cases, ensuring that victims and survivors receive prompt and effective justice. She Leads partners' lobby and advocacy for this was pivotal as well.

In Mali, a new penal code and code of criminal procedure were adopted in October, which takes GBV aspects into account. This marks the success of advocacy actions by She Leads GYW and feminist/women's organizations for the adoption of a GBV law. The year also saw strong mobilization of civil society actors, including She Leads, in favor of revising the reproductive health law.

The Political Parties Law in Jordan, encouraging youth participation, and the revision of the Elections Law, mandating political parties to include one woman and one young person among the top five candidates, could create new opportunities for GYW to engage in political spaces. However, rural and marginalized GYW may face challenges in accessing political platforms.

Technological

We have seen an increase in the use and accessibility of technology in different She Leads countries. Mobile phone and internet access expanded in urban areas in Ghana. In Kenya, digital platforms were key for organizing peaceful protest, enabling rapid mobilization and civic engagement. In Freetown Sierra Leone, the city council introduced tablet-based learning in 65 municipal schools, providing interactive and engaging content to students.

She Leads MENA, Jordan and Lebanon leveraged AI tools to adapt and continue operations amidst political and social challenges. The flexibility to shift activities from in-person to online platforms allowed GYW to remain engaged, despite disruptions caused by the political instability in the region. AI tools facilitated the generation of new ideas and activities, helping to keep the program innovative and responsive to the changing context.

Technological developments, however, also bring challenges, particularly for GYW. Online connectivity and accessibility is unevenly spread in and between countries/regions, with particularly GYW from rural areas lacking access and facing (language) barriers. Increased online presence and activities also comes with increase risks of online bullying and online sexual abuse and exploitation.

Environmental

In the MENA region, toxic chemicals released in the wars in Lebanon and Gaza have a direct environmental impact, including chemical pollution and the spread of viruses and illnesses among civilians including GYW.

All African She Leads countries faced adverse weather conditions due to climate change which greatly affected GYW. Heavy rains caused floods and mudslides, cutting off communities and leading to temporary relocations. Prolonged drought and extremely high temperatures in Mali and Ghana results in food insecurity, restricted mobility and in Ghana increased migration to other parts of the country.

Civic space

Civic space is shrinking for civil society in most She Leads countries.

In Jordan, amendments to the Associations Law led to the suspension of several civil society organizations due to increased documentation requirements, and increased restrictions on government approvals for CSOs further delayed organisations' ability to work and deliver activities on time.

In Kenya, the 2013 Public Benefit Organisations Act continues to create logistical challenges for organizations, who are mandated to re-register every 12 months. In Uganda, the integration of the NGO Bureau into the Ministry of Internal Affairs added another layer of complexity to the already difficult process of formalizing CSO activities and the already existing restrictive laws and policies.

In Ethiopia, the year was characterized by limitations imposed by authorities, including government interventions and restrictions on advocacy efforts.

In Mali, the suspension of political activities and the restriction of individual freedoms had a huge effect and increased safeguarding risks for girls and young women when participating in activities. Moreover, Mali's withdrawal from ECOWAS impacted the organisations that were created under ECOWAS leadership, including She Leads partner ROAJELF.This led ROAJELF to remove the ECOWAS logo which was part of their logo.

In the Middle East, particularly Palestinian organisations like She Leads partner DCI Palestine, have faced further funding restrictions, funders withdrawing from Palestine and increasingly difficult compliance requirements. GYW who were involved in legal activism, particularly in the ICJ cases or in testimonies about war crimes in Gaza, faced increased challenges due to the political climate surrounding these cases.

Gender equality programmes and women's rights or feminist organizations are encountering increased hostility, particularly in Ethiopia, Lebanon and Jordan, as well as in Uganda and Ghana. This undermines legal protections for women and women's participation in public life, and there is backlash on terminology like gender, gender equality, girls' rights. Some parents are hesitant to allow their daughters to participate in She Leads programmes. Organizations have to adapt messaging to navigate sensitivities and avoid backlash.

In general, She Leads partners (like all civil society in our sector) face challenges in accessing funding, due to the Trump administration's cut of all USAID funding. This comes on top of the already increased restrictions on funding and budget cuts on foreign aid by multiple European governments, including the cuts announced by the Dutch Ministry of Foreign Affairs. This has huge implications for the sustainability of initiatives and organisations, particularly those that are nascent and led by young women and girls, and/or those that are working in areas or on topics that are more risky or controversial to funders.

2.2 Internal Developments

Both in Ethiopia and Lebanon, conflict required a shift in implementation areas. Implementation in Ethiopia had to shift from Adet district to Bahir Dar city, which did allow us to maintain a connection with the target community. Suspension of school activities and community engagement was needed in Fagitalekuma which also is impacted by conflict. With the war worsening in the second half of 2024 in Lebanon, activities were postponed, canceled, or shifted to online formats because there was limited access to and grave safety concerns in some of the implementation areas. She Leads GYW and partners responded to the large numbers of internally displaced people fleeing to Beirut with several activities with and for GYW in the shelters. TdH ended their partnership with {...} in the South of Lebanon, and contracted a new partner in Egypt.

The Network Coordinators for Kenya and Lebanon resigned and new Coordinators took over. At the time of writing this report, also the Coordinator for Ethiopia has left She Leads. Network Coordinator for Ghana was on maternity leave during 2024, with DCI's Programme Manager filling in for her.

She Lead GYW advocate from Sierra Leone @Defence for Children International - Sierra Leone

@Defence for Children-International Lebanon

Staff turnover at several consortium organisations has had an impact on the programme, both challenging and exciting. In Kenya, a GYW was appointed as Project Officer for She Leads. In Ghana, two GYW joined DCI and Sontaba as Project Officers and a She Leads GGYWB member joined Sontaba's organisational Board. In Uganda, Project Officers, MEAL Officers and CEOs left, Plan International Ghana's long-time Project Manager resigned, and in Sierra Leone and Mali there were also staff transitions. In Mali, ROAJELF's budget restrictions led to having only one staff member left on She Leads.

In 2024, the She Leads partnership maintained a consistent composition, with 66 partner organisations remaining involved in the programme. Notably, in Jordan, the collaboration between Plan International Jordan, Takatoat was terminated. Consequently, Plan International Jordan initiated new partnerships with the Rased-Hayat Centre and the West and East Centre. Additionally, while TdH will not continue working with Ruwwad, the partnership with community based organisations (CBO) Creativity Club Karak and Idoun in Irbid remain ongoing.

2.3 Risk update & lessons learned

In 2024, She Leads navigated a complex landscape of political, economic, social, and environmental risks across its implementing countries. While many risks were anticipated and mitigated, several materialized. This chapter outlines the key risks encountered, their impacts, and the strategies employed to address them.

Rising inflation and currency depreciation significantly affected program operations in multiple countries. In Ethiopia, inflation and exchange rate losses strained budgets, while in Ghana, economic instability forced consortium members to adopt cost-saving measures such as virtual meetings and combining activities. Similarly, in Kenya, the high cost of living impacted both program delivery and community participation. Flexible budgeting, virtual coordination, and activity bundling proved essential in maintaining program continuity.

In Kenya severe weather, including heavy rains, floods, and mudslides, disrupted activities in She Leads implementation areas. These events not only delayed programming but also posed safety risks to participants and staff. Additionally, political tensions between the government and human rights defenders led to the addition of a new risk: potential harm, arrest, or abduction of GYW advocates. The network responded by updating its risk matrix and initiating collaboration with security structures for real-time monitoring.

In Uganda, political rivalry delayed the passage of the Kamuli District Child Marriage Ordinance. Although eventually passed, concerns remain about its implementation. Additionally, misconceptions about She Leads' agenda—such as accusations of promoting inappropriate content—created resistance at the community level.

In Jordan and the broader MENA region, shrinking civic space and amendments to the Cybercrimes Law heightened risks for online advocacy. GYW faced online intimidation, particularly when addressing sensitive topics like period poverty. Similarly, GYW in Sierra Leone faced online harassment for supporting (sensitive) legislation such as the Safe Motherhood Bill and the Child Rights Act.

Moreover, several safeguarding risks materialized in Sierra Leone. A She Leads participant in Kangahun was subjected to an attempted sexual assault by a project volunteer. The case was promptly reported to the Family Support Unit and is currently under investigation. Another incident involved children getting trapped in an elevator due to inadequate venue assessment. Additionally, a young female mentor faced cultural discrimination and was pressured to join the Bondo society—a traditional group which requires girls and young women to undergo female genital mutilation/cutting—due to her visible role in the program. This highlighted the social risks GYW face when challenging entrenched norms.

Due to conflict-related mobility restrictions, in-person participation was limited in Lebanon, Jordan and MENA regional. The program adapted by shifting to online modality and, where necessary, arranging overnight stays for girls and accompanying parents to ensure safe and culturally appropriate participation.

A broader risk emerged from shifting international funding priorities, with resources diverted to politically charged agendas. This, coupled with shrinking civic space, and stricter visa regimes limited access to global advocacy platforms for She Leads advocates.

To address the risks that materialised during the reporting period, She Leads implemented a range of targeted mitigation strategies. In response to the shrinking civic space in Mali, the project team, in collaboration with partner organizations, developed a mitigation strategy focused on proactive communication and continuous monitoring to enable timely relaunch of activities. In Kenya, following political tensions between the government and human rights defenders, the network updated its risk matrix to include potential threats to GYW as human rights defenders and proposed collaboration with security structures for ongoing monitoring and timely information sharing. In Jordan, in response to the risks posed by the amended Cybercrimes Law and concerns around freedom of expression, the network conducted training sessions for GYW on safe digital engagement before launching any online platforms. In Ghana, to mitigate online risks, encrypted communication platforms were adopted, and GYW received training on digital safety and online harassment, with support channels established for those affected. In the MENA regional programme, backlash to advocacy campaigns was addressed by moderating content, avoiding the use of donor logos, and using graphic illustrations instead of identifiable photos of GYW. In Lebanon, mobility restrictions due to conflict were mitigated by offering online sessions and, where needed, overnight stays for participants and accompanying parents. These measures helped ensure continued participation while respecting cultural contexts and enhancing safety.

She Leads Ghana during the annual meeting @Defence for Children-ECPAT

3
Reflections of outcomes
of She Leads in 2024

3.1 She Leads result framework and MFA basket indicators

In 2024, the She Leads consortium continued to expand and deepen its engagement with youth groups across its nine programme countries, reinforcing its commitment to building strong, youth-led movements for gender equality.

A total of 654 youth groups were reached, of which 315 were led by girls and young women. While many networks focused on strengthening the capacity of youth groups and civil society organizations they had engaged with in previous years, the programme also welcomed 96 new Tier 2 organizations, providing them with targeted support to enhance their organizational capacity.

Throughout the year, 485 youth groups participated in trainings on advocacy, organizational management, and community outreach—equipping them with the tools to lead change in their communities. Encouragingly, many implementing partners actively worked to increase the representation of GYW in leadership and decision-making spaces. As a result, 56 instances of meaningful participation and leadership by GYW were reported across the networks in 2024.

3.2 Social Cultural Domain

In the socio-cultural domain, the country networks continue to report behavioral change at household level through awareness raising activities such as well sensitisation of societal allies. Changes continue to happen rapidly at community level through engagement and collaborations with religious leaders.

Community Engagement, mobilisation & role models

In 2024, She Leads deepened its grassroots impact by strengthening community engagement, mobilising local actors, and uplifting role models. These efforts have not only fostered behavioral change at the household level but also catalyzed broader shifts in social norms and community practices that support the rights and leadership of GYW.

Across East and West Africa, collaboration with religious leaders has proven especially effective. In Ethiopia, for instance, sustained engagement led to the prevention of 52 child marriages—a direct result of increased awareness and advocacy. Moreover, in Bahir Dar City, an unintended yet impactful outcome emerged when Iddir and Jemiya leaders

formed a network in June 2024. This network is now working to revise by-laws to better protect GYW and challenge harmful social norms.

Additionally, the Estie district diocese took a bold step by issuing a formal letter to churches and preachers, declaring that "marriage under the age of 18 is illegal and will be punished if a member of the diocese practically participates in or neglects the practice." This marked the first time such a directive was issued, signaling a significant shift in religious accountability. Similarly, in Mali, traditional leaders, local authorities, and community leaders in 11 neighborhoods in Bandiagara and 8 villages in Markala and Sebougou made public declarations to abandon child marriage.

In addition to these broader shifts, both individual and collective role models have emerged as powerful agents of change. In Ghana, traditional and religious leaders have become increasingly vocal in supporting GYW rights, particularly advocating for girls' return to school following pregnancy or financial hardship. In 2024 alone, their efforts enabled more than 20 girls in the

@DCI-Lebanon

Members of the Awake Girls Club in Obuasi, Ghana @ Defence for Children-ECPAT

GYW in Lebanon working in IDP shelters @ Dar Al Amal

@Dar Al Amal

districts have been appointed to leadership roles, with increased recognition and participation in community decision-making. In Koindugu district, traditional soweis (female circumcisers) signed an MoU pledging to end FGM for girls under 18—an important milestone in the fight against gender-based violence.

Uganda has also seen encouraging developments. Here, champions of change—particularly boys and men—are aligning themselves with gender equality efforts at the local level. Similar signs of progress have been reported in Mali, Ethiopia, Ghana, and Liberia, where community champions have helped stop several cases of FGM and continue to advocate for inclusive leadership.

In Liberia, traditional and religious leaders are taking concrete steps to address sexual violence. In Bomi County, traditional leaders referred cases to the Magisterial Court, while the Chief Imam uses his Friday khutbahs to speak out against sexual violence.

Meanwhile, in Lebanon, community advocacy has led to the implementation of anonymous GBV reporting systems in schools and legal awareness campaigns on sexual harassment laws. These initiatives have increased political and legal literacy among young women, enabling them to better understand and assert their rights.

Media influencing & advocacy

Media advocacy remained a cornerstone of She Leads' strategy in 2024, playing a vital role in promoting gender equality and amplifying the voices of GYW across program countries. From grassroots radio shows to international news coverage, GYW are increasingly using media platforms to challenge harmful norms, share their stories, and influence policy and public opinion.

In Jordan, Kenya, Ghana, Sierra Leone, and Uganda, radio remains a vital tool for awareness-raising. In Ghana's Upper West Region, Tunsoung Radio has dedicated a weekly Saturday evening slot for GYW to lead discussions on leadership, rights, and empowerment. This free airtime has become a trusted space for dialogue.

Ashanti and Upper West regions to resume their education. Beyond promoting access to schooling, these leaders are also creating meaningful leadership opportunities for girls. For example, one Queenmother supported a young woman to become the first female committee leader in her community—an unprecedented achievement. Similarly, a Female Chief established a platform for girls in her traditional area to engage in local development planning, ensuring their voices are heard in decision-making spaces. Notably, this growing advocacy also led to the appointment of seven young women as queen mothers, most of whom were formally enskinned by the Queen Mother Association of the Wala Paramountcy—cementing their roles as emerging leaders within their communities.

Sierra Leone has also seen a rise in female chiefs and leaders, alongside growing support from male champions who are challenging exclusionary norms. As a result, over 50 GYW across She Leads

In Kenya, the media strategy has expanded to include TikTok, reaching younger audiences with relatable, engaging content. These platforms have helped normalize conversations around gender equality and amplify youth-led advocacy.

In Lebanon, She Leads launched the NAFAS app, a groundbreaking digital tool that not only raises awareness about GBV but also provides direct support and referral services to survivors and those at risk. Meanwhile, the MENA regional network developed a comic book to support the mental health of children and youth in shelters. This innovative approach made complex emotional topics accessible and relatable, especially for younger audiences.

One of the most powerful milestones came in November 2024, when The Guardian published the story of Fatima Hassouna under the alias Fatem. Fatima was a photojournalist and She Leads youth-advocate living in Gaza. On 16 April 2025, she was tragically killed in an Israeli airstrike on her home in Gaza. Her personal narrative highlighted the lived experiences of youth in conflict zones and the transformative power of youth-led advocacy. The She Leads team played a pivotal role in this breakthrough, working closely with Fatem to ensure that youth voices from Gaza were heard and respected in international forums.

Additionally, She Leads partners successfully influenced local schools to implement anonymous GBV reporting systems, and launched legal awareness campaigns on sexual harassment laws. These initiatives have increased political and legal literacy among young women, empowering them to navigate and challenge systemic barriers.

While media advocacy has gained momentum, it has also faced backlash. In the MENA region, Plan International Jordan's period poverty campaign on social media encountered significant resistance, underscoring the cultural sensitivities around menstruation and the challenges of addressing taboo topics.

She Leads advocate Rougiatou is speaking to the media during the second regional conference of the Mano River Youth Network.

‹ *She leads advocates raising awareness about the GEWE ACT in communities in Sierra Leone.*

‹ *Members of the Jordanian Child Parliament designeda mural on children_s rights in Madaba, Jordan. The Mural was designed in collaboration with a local artist and support from JWU.*

‹ *Global GYW Board Member Jameline speaks up during a project meeting of She Leads Liberia.*

3.3 Civil society domain

In 2024, She Leads made significant strides in strengthening the role of Girls and Young Women within civil society. Across the networks, GYW increasingly claimed space, led initiatives, and influenced decision-making processes—marking a shift from participation to leadership in civic and advocacy spaces.

Funding & resourcing GYW-led activism

This shift was particularly evident in the rise of youth-led organizing and collective action. GYW-led activism flourished across the programme, with youth groups in Kenya, Ghana, Sierra Leone, Uganda, and Liberia successfully mobilizing resources to fund their a dvocacy work. The continuous capacity strengthening of GYW-led organizations and groups played a key role in enabling them to independently secure funding for their initiatives. In 2024, the She Leads Climate Cohort provided resources to GYW groups across She Leads countries, enabling them to design and implement their own climate initiatives. In Sierra Leone, climate advocate Esther founded the Youth Leadership Organization (YLO), where she trained 25 GYW on climate mitigation and adaptation. She also led a national survey to capture GYW perspectives for the development of the country's Nationally Determined Contributions (NDCs). Esther represented GYW at COP28 in Dubai, where she engaged with global leaders, shared the She Leads Youth Declaration, and built connections with key stakeholders, including UNICEF. Upon returning home, she supported the launch of the Youth Climate Council Sierra Leone in July 2024 and continued engaging with national stakeholders. Her organization went on to secure five funding opportunities, including a $30,000 grant in December 2024. With this support, YLO is now implementing a mentoring project for 50 GYW and has been officially recognized by the government. GYW are also finding other creative ways to fund their advocacy. In Mali, for instance, GYW in San established a self-managed savings and credit fund within their "girls' cafés," using monthly per diems to support income-generating activities—an initiative praised for its sustainability and autonomy.

GYW in leadership structures

In 2024, GYW across She Leads countries continued to step into leadership roles at all levels—from schools and universities to community governance and advisory boards—demonstrating their growing influence and the shifting norms around youth and gender-inclusive leadership.

GYW's leadership was increasingly visible in academic institutions. More GYW contested and won school elections—positions historically dominated by male students. A notable example was Philomina Adjei in Ghana, who in June 2024 was elected Women's Commissioner for the Public Health Students Association at the University of Health and Allied Sciences. Similar developments were reported in Lebanon, Sierra Leone, and Liberia, reflecting a broader cultural shift toward gender-inclusive student leadership.

Similarly, nine GYW in Mali were elected to school management committees in Banankoroni, Dougoukouna, and Sebougou, marking the first time girls under 30 held such positions in these communities. Their participation in the revision of local development plans (PDSEC) in Mopti, Socoura, and Markala further demonstrated their growing influence in community governance.

In Ethiopia, GYW gained visibility and influence through appointments to youth advisory boards and participation in regional child parliaments—outcomes supported by targeted training, mentorship, and advocacy. These developments reflect a growing commitment among civil society and government actors to include GYW in decision-making processes and strengthen their role in shaping inclusive governance.

Movement building: GYW organising & collective action

Continuing their momentum, GYW across the She Leads countries expanded their efforts in movement building by organizing collectively, formalizing their structures, creating safe spaces, and mobilizing around national issues to amplify their voices and drive meaningful change.

In Uganda, for instance, nine GYW groups formalized their structures by registering as community-based organizations at the sub-county level. This not only strengthened their legitimacy but also aligned with She Leads' broader sustainability strategy, ensuring continued advocacy beyond the programme's lifespan.

In Sierra Leone, GYW-led initiatives such as the Girls Advocacy Development Network in Freetown and Women and Girls in Port Loko created safe spaces that foster peer support and leadership development. These efforts contributed to more inclusive working environments and increased representation of GYW in governance structures—exemplified by the appointment of a She Leads alumna to the board of Defence for Children Sierra Leone.

A significant milestone, at the Pan-Africa level, was the successful mobilization of GYW-led advocacy initiatives at national and regional levels. These initiatives focused on issues such as tech-facilitated gender-based violence, Sexual and Reproductive Health and Reproductive Rights (SRHR), and economic empowerment. One outstanding example was the regional campaign against online gender-based violence, which was launched by She Leads Girls and Young Women Advocates at all levels which led to their final assessment report on OSEA and Tech Facilitated GBV in Africa. This campaign leveraged digital activism to shed light on the increasing threats girls and young women face in online spaces and called for stronger policies to protect their rights. Another crucial development was the strengthening of youth-led coalitions advocating for feminist funding. Historically, GYW-led movements have struggled with resource constraints, limiting their ability to sustain their activism. Through the network's advocacy, several feminist funds committed to providing more flexible and accessible funding to youth-led initiatives, empowering them to scale up their advocacy efforts.

GYW also demonstrated growing civic cons-
ciousness and engagement in national
movements. In Kenya, for instance, GYW from
Kisumu and Nairobi participated in a national
youth-led protest in June 2024, calling on the
president not to assent to the 2024/25 Finance Bill.

Intergenerational Collaboration/ Enhanced Collaborations & Linkages

In addition to taking on leadership roles and
strengthening movement building efforts, GYW also
built strategic partnerships to amplify their voices
and deepen their impact. In Lebanon, for example,
GYW partnered with civil society organizations such
as Ain Qenya, Giving Youth Association, and the
Women's Program Association to lead their own
initiatives. One such initiative was a community
mental health event that created safe spaces
for youth to discuss stigma and trauma during
the recent war. GYW from the Nabaa Core Group
also collaborated with UN Habitat and the Bourj
Hammoud municipality on waste management,
demonstrating their ability to influence local deve-
lopment agendas.

This emphasis on partnership extended to other
regions as well. In Liberia, GYW expanded their
influence through strategic partnerships and
institutional engagement. They secured external
funding, joined national youth platforms such as
the Federation of Liberian Youth, and engaged
with the Global Fund for Children's West Africa
Adolescent Girls programme. Their collaboration
with the Ministry of Gender, Children and Social
Protection, including co-organizing the Women
and Girls National Conference, highlighted their
growing role in national policy spaces. Additionally,
alliances with CSOs like Girls in Technology further
strengthened their visibility and credibility within
Liberia's gender equality landscape.

In Jordan, GYW broadened their engagement with
national organizations and formal institutions,
including schools and universities, encouraging
the adoption of more gender-responsive approa-
ches. As part of these efforts, they collaborated with
schools to implement mental health interventions,
creating supportive environments that addressed
the specific needs and challenges faced by young
people.

Meanwhile, in the MENA region, the recognition
of Defence for Children International Palestine
by the League of Arab States underscored the
growing legitimacy of child-led and gender-res-
ponsive advocacy. This milestone enhanced the
She Leads MENA network's credibility and opened
new avenues for regional policy engagement and
resource mobilization.

The importance of these partnerships and leader-
ship pathways cannot be overstated. By working
with civil society organizations, government insti-
tutions, and international bodies, GYW were able
to tap into broader networks, access resources
and expertise, and amplify their advocacy efforts.
These alliances helped legitimize their voices in
national and local dialogues, opened doors to
decision-making spaces, and fostered intergenera-
tional solidarity. In Ghana, for instance, GYW colla-
borated with organizations such as the Network
for Women's Rights in Ghana (NETRIGHT), Women
in Law and Development in Africa (WiLDAF), and
the Foundation for Security and Development in
Africa (FOSDA), as well as the National Commission
for Civic Education. Through these collaborations,
they participated in regional consultations on
Beijing +30 and the Affirmative Action Act, received
training as election observers, and joined various
CSO workshops—raising their visibility and influence
in national gender equality dialogues.

3.4 Institutional domain

In 2024, She Leads made significant strides in
transforming institutional environments to be
more inclusive, participatory, and responsive to
the voices of girls and young women. Through a
combination of direct influencing and eviden-
ce-based advocacy, GYW across Africa and the
MENA region not only entered decision-making
spaces—they shaped them. Their leadership was
visible in local councils, national parliaments, and
global policy platforms, where they influenced laws,
policies, and international commitments that reflect
their lived experiences and aspirations.

GYW-led influencing & advocacy

At the local level, GYW continued to break barriers
and claim space in formal governance struc-
tures. In Ghana's Ashanti region, Janet made
history in 2023 by running as the first young
woman candidate for an Assembly position in
her community. Although she was not elected,
her campaign sparked a shift in public percep-
tion about women's leadership. In recognition of
her efforts, she was appointed in 2024 as a youth
representative on her community's develop-
ment committee—a role that allows her to directly
influence local planning and decision-making. This
momentum was echoed across the country, where
28 GYW were elected or appointed into leadership
roles in schools and district-level bodies. In the
lead-up to the national elections, GYW developed
girl-friendly manifestos and presented them to
the two main political parties, advocating for
the inclusion of girls' rights in political agendas.
Demonstrating further civic engagement, Faiza,
a She Leads participant, served as an election
observer during Ghana's national election, reinfor-
cing GYW's active role in democratic processes.

She Leads GYW and partners played crucial roles in
the successful lobby for major legislative progress
in Sierra Leone and Ghana. The Prohibition of Child
Marriage Act of Sierra Leone was signed into law in
July 2024, providing legal protection for girls and
outlawing child marriage nationwide. In parallel, the
government advanced the Child Rights Bill and the
Safe Motherhood Bill, both of which were influenced
by sustained advocacy from She Leads networks. In
Ghana, the Affirmative Action (Gender Equality) Bill
was passed into law in September 2024, setting a
50% target of women in leadership positions in the
country by 2030. She Leads GYW and partners had
held crucial roles in national NGO lobby coalitions,
they participated in consultative meetings, lobbied
MPs, did public education, and much more - a
lobby process that built on what was already done
during the previous programme Girls Advocacy
Alliance.

A particularly transformative success occurred in
Ethiopia, where GYW engaged directly with district
officials through structured interface meetings.
They presented their work on challenging harmful
gender norms, supporting vulnerable community

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National GYW Conference Liberia @ Defence for Children International - Liberia

GYW at the Beijing+30 Youth Consultation in Addis Ababa @FEMNET

members, and distributing hygiene materials. These engagements not only earned recognition from local authorities but also led to a concrete outcome: the allocation of farmland to GYW groups. This access to land represents a significant institutional shift, enabling young women to engage in agricultural activities that promote economic independence and long-term sustainability.

At the national level in Ethiopia, She Leads continued to advocate for the ratification of the youth policy. Women parliamentarians played a key role in holding standing committees accountable, ensuring that youth voices remained central to the legislative process. A validation workshop in Amhara further highlighted the need to reform the regional Family Law, particularly in areas concerning women's rights, marriage, and child protection.

Even in Lebanon, where political instability and economic crisis have severely restricted civic space, She Leads created alternative avenues for engagement. GYW engaged political parties and civil society organizations in discussions on gender equality and proposed laws, laying the groundwork for future participation in formal political institutions. In Mali, GYW led a comprehensive evaluation of Law 052 on women's representation in public office. They presented their findings to key ministries and the National Transitional Council, advocating for stronger implementation and accountability.

GYW influencing global and regional advocacy
At the global and regional levels, She Leads contributed to shaping the language and priorities of international policy frameworks, while also strengthening the meaningful participation of girls and young women (GYW) by ensuring their voices, experiences, and recommendations were central to global advocacy platforms, decision-making spaces, and policy development processes. During the 56th Session of the Human Rights Council, GYW from the She Lead programme led two panel discussions with an all-female panel, delivered compelling statements the impact of climate change on GYW, discrimination and issues of inclusion on sports, and the need to ensure that emerging technologies are used for rather than against GYW.

Additionally, GYW from the She Leads network played a pivotal role at the Global Conference on Justice for Children Deprived of Liberty, held in Geneva and online in December 2024, where they advocated for justice for children—especially girls—deprived of liberty.Through a powerful girl-led, cross-regional side event uniting voices from West Africa and the MENA region, GYW spotlighted the unique challenges girls face in accessing justice. Young people from MENA also led their own side event, andTia from Lebanon delivered a compelling plenary speech on the lack of justice for girls and children in conflict zones across the Middle East. Their participation underscored the importance of centering girls' voices in global justice dialogues and contributed to shaping the draft of General Comment No. 27 on Children's Rights to Access to Justice and Effective Remedies.

More broadly, She Leads supported Girls and Young Women (GYW) living in crisis-affected contexts to access global platforms and share their experiences. Through the programme, GYW from Lebanon increasingly asserted their presence on the international stage, using these opportunities to raise awareness about the challenges they face during times of crisis and to demand justice. Aya, a 17-year-old from Nabaa, was selected to join the children's delegation at the Global Ministerial Conference on Ending Violence Against Children (EVAC). Although she could not attend in person due to ongoing conflict, she participated remotely, and her contributions were reflected in the final recommendations presented to governments.

At the pan-African level, significant progress has been made in ensuring the meaningful participation of GYW in political institutions, demonstrating their leadership potential and influence in decision-making spaces. at national, regional, and international levels. For instance, GYW were actively involved in regional consultations on youth and gender policies, organised by the African Union and RECs such as the IGAD and ECOWAS influencing the drafting of key policy frameworks that directly impacted them. Their participation in these processes ensured that gender-specific concerns were not only acknowledged but also integrated into policy recommendations.

The advocacy efforts of GYW also led to unprecedented youth participation at the 37th AU Heads of State Summit, with 20 young people granted access, including a She Leads advocate from Sierra Leone. Their influence extended to policy-level decisions, with the adoption of the AfCFTA Protocol on Women and Youth in Trade, ensuring a more supportive environment for GYW-led initiatives.

Building on their growing influence in multilateral spaces, the pan-African She Leads network additionally supported GYW in conducting groundbreaking research on online sexual exploitation. Building on national consultations in East and West Africa, GYW from several countries gathered in Senegal to develop joint recommendations on online safety for girls and young women. These formed the basis of their advocacy at the WeProtect Global Alliance Summit in Abu Dhabi, where they played a prominent role. GYW presented their findings to the Technical Working Group of Ministers, moderated a dialogue session, and led a side event attended by key stakeholders, including Microsoft. They called on policymakers and tech companies to take youth participation seriously, strengthen legislation and enforcement, and create safer digital spaces. Their contributions helped shape the alliance's 2025–2026 rollout plan, ensuring that the perspectives of young women are reflected in global online safety efforts.

GYW driving evidence based advocacy
Alongside direct influencing, She Leads invested in evidence generation as a powerful tool for advocacy. A major highlight of the year was the Equal Measures 2030 (EM2030) research initiative, which addressed critical data gaps in GYW leadership and participation. The study, co-led by GYW, called for more inclusive, intersectional, and participatory approaches to data collection. It emphasized the need to recognize GYW as a distinct group in policy and data systems and advocated for sustainable investment in GYW-led organizations. The findings were presented at the UN Human Rights Council and the Summit of the Future, with GYW advocates—including Bernice from Ghana—playing a central role in delivering the messages. Their involvement not only amplified their voices but also demonstrated the power of youth-led data in shaping global agendas.

She Leads Delegation at the 56th Session of the Human Rights Council @Enzo Tabet Cruz

The girls from the cross-regional She Leads girls-led side event on access to justice for girls, from left to right_ Blessing from Sierra Leone, Tia from Lebanon, Adwoa from Ghana, Philipa from Liberia, Samar from Palestine, and Miatta from

Miatta ready to speak on the panel on children deprived of justice @ Defence for Children-ECPAT

Felicity moderating a panel at the HRC 56 @ Enzo Tabet Cruz

In the MENA region, youth-led research gained unprecedented visibility when a journalist published findings from the She Leads MENA Network. The article highlighted key recommendations on young women's leadership and participation, marking the first time such research was featured in mainstream media.

GYW Influencing regional and global policy

At the global level, GYW made a significant impact during the 67th session of the Commission on the Status of Women (CSW67). Their advocacy contributed to the inclusion of a dedicated paragraph on adolescent girls in the Agreed Conclusions—marking a milestone in advancing age- and gender-responsive policymaking. This recognition ensures that the specific needs and rights of adolescent girls are no longer overlooked in global gender equality frameworks.

She Leads GYW also submitted input to the Office of the High Commissioner for Human Rights (OHCHR) on the impact of climate change on girls' right to education. Their contributions helped shape key UN Human Rights Council resolutions, including Resolutions 54/19, 50/18, and 48/6, which address issues such as education, health, non-discrimination, and the elimination of violence. These efforts ensured that the rights of girls and young women were explicitly referenced in global policy commitments.

At the pan-African level, GYW played a pivotal role in the development of the African Union Convention on Ending Violence Against Women and Girls (AU CEVAWG)—the continent's first dedicated legal instrument to end all forms of violence against women and girls. Adopted in February 2025, the Convention builds on existing frameworks like CEDAW and the Maputo Protocol, while addressing urgent issues such as intimate partner violence, child marriage, and harmful traditional practices. It also promotes positive masculinity and accountability, with strong support from the AU Heads of State Circle of Champions.

GYW contributed to the drafting of the Convention through She Leads platforms and broader civil society movements. In Ghana, for example, She

Leads partners such as WILDAF and NETRIGHT engaged GYW in national consultations, ensuring their perspectives were reflected in the Beijing+30 Africa Regional Review, which directly contributed to the Convention's content.

changes in theory of change

The global Theory of Change (ToC) of the She Leads consortium remains valid and relevant. The 2024 signs of change confirm its effectiveness, with increasing evidence of impact-level outcomes. While the core assumptions continue to hold, the pace and depth of change vary across contexts due to differing socio-cultural, political, and institutional environments. The emergence of higher-level outcomes suggests the program is on track to achieve its long-term goals, though continued adaptation is essential.

In the socio-cultural domain, progress is visible through increased awareness, shifting attitudes, and growing acceptance of gender equality. GYW have led peer-to-peer initiatives, community dialogues, and campaigns addressing issues such as gender-based violence, sexual and reproductive health, and bullying. These efforts have contributed to a gradual transformation in social norms and increased recognition of GYW as change agents. In many contexts, traditional and religious leaders have become allies in promoting gender-equitable values. However, change remains slow and uneven, with social expectations evolving at different rates. Strategies related to media engagement—particularly in the context of digital and social media—require further adaptation to effectively reach and influence broader audiences.

In the civil society domain, the ToC's assumptions about strengthening youth-led and youth-serving organizations have been validated. GYW-led groups are increasingly active in advocacy, consultations, and movement-building. Capacity-building efforts have equipped them with the skills to engage meaningfully in civic spaces, and partnerships with established CSOs have helped them navigate shrinking civic space. However, the fragility of youth-led groups—due to limited resources, experience, and institutional support— remains a challenge. While collaboration with

established CSOs continues to be a critical enabler, sustained mentorship and structured peer learning are essential to ensure long-term impact and resilience.

The institutional domain has seen some of the most significant advancements. GYW have gained access to national, regional, and international decision-making spaces, contributing meaningfully to discussions on climate justice, gender equality, and child rights. Legislative breakthroughs in 2024, including the passage of national gender equality laws and the adoption of regional frameworks such as the AU Convention on Ending Violence Against Women and Girls, further validate the ToC's assumptions. These outcomes confirm that GYW's meaningful engagement in institutional processes can drive systemic change. However, institutional responsiveness remains highly context-dependent. Legal frameworks, political dynamics, and bureaucratic processes can either support or hinder progres

Participants of the Beijing+30 CSO Consultations in Addis Ababa @FEMNET .JPG

Launch of EM2030 Research in Geneva @ Plan International Netherlands

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Learning Agenda

The She Leads program promotes collective learning by aligning learning activities (such as reflection, feedback, and exchange) as closely as possible with the ongoing implementation and monitoring of She Leads activities. The experiences and involvement of GYW are central: they bring in their own experiences and lessons learned, and the new insights that emerge must also be relevant and applicable to them. She Leads organizations and partners are encouraged to adjust their interventions if it turns out that their current support for GYW-led groups has not had the desired effect.

In the past year, learning within She Leads focused on two key issues identified as crucial by the midterm evaluation: (1) how can She Leads best contribute to the development and strengthening of individual GYW-led groups, and (2) how can She Leads promote the creation, growth, and strengthening of a GYW-led social movement? To this end, She Leads networks have undertaken various learning activities, supported by the She Leads Desk. Below, the activities carried out are briefly

outlined, and the results are discussed in more detail. It is worth noting that most networks also formulated other learning questions, often directly following from their own program and country evaluations. These learning activities and findings will now be presented.

Learning within the She Leads networks
The She Leads network in Jordan wanted to gain more insight into changes in social norms regarding the participation of girls and young women. One of the learning questions the network posed was: how can we better track and monitor norm change? Partners experimented with various tools such as the Young Citizen Scorecard, the use of a Knowledge Exchange Platform, and the development of a uniform instrument to measure impact. Through Focus Group Discussions (FDGs) and feedback from the GYW-led advisory group, it became clear that qualitative methods such as storytelling (stories of change) are indispensable for truly understanding the nature and significance of norm change.

Some networks (Ghana, Jordan) have questioned how girls and young women can exert more influence on political parties, especially during election campaigns. In Jordan, partners helped GYW monitor elections and political campaigns. After-action reviews and feedback from GYW revealed that this increased the political knowledge and interest of GYW and also led to more attention from political candidates to the specific issues of GYW. The activities of She Leads in Ghana around the December 2024 presidential elections led to the insight that direct interaction with party political candidates by girls and young women is highly valued. At the same time, partners in Ghana learned that effective advocacy requires more than just lobbying party candidates. Non-elected party officials at the regional level should also be logical lobbying targets, given their power and influence.

In Uganda, the She Leads network defined a specific learning question about how the collective action of girls and young women can contribute to changing social norms. Over the past year, partners have extensively reflected on the effects of their activities. They consulted the main actors themselves: the GYW-led groups, community leaders, and traditional authorities. An important lesson learned is that effective advocacy must be based on the initiatives and claims of girls and young women. But that is not enough. Only when long-term partnerships are formed with civil society organizations, media, and communities can efforts to change norms be effective.

Strengthening GYW-led groups and organizations
Without their own organizational forms, effective advocacy is impossible, which remains one of the key assumptions of the She Leads program. But what are the most effective ways to help small, informal groups grow? This question remains highly relevant, especially in the current political climate where youth activism and collective action for gender equality are increasingly openly opposed or even made impossible.

She Leads networks have investigated how GYW-led groups develop. Through reflection meetings with all network partners, exchanges, training sessions, feedback sessions with GYW, expert meetings, and cross-country online webinars, various She Leads interventions have been reviewed. The peer support initiative online meetings (with all network coordinators) also addressed this topic.

The learning activities carried out have yielded several valuable insights, including:
- Every context is different, and every group has its own goals and ambitions. However, many She Leads networks often conclude that there is no single intervention that can guarantee capacity building. The challenge is to find the right mix of supportive activities: from advocacy training to developing organizational skills, providing flexible financial support to facilitating contacts with other CSOs (Civil Society Organizations) and crucial government

agencies. What is most appropriate at any given time depends on where the group stands and what opportunities and possibilities arise in its environment.

- Funding is almost always crucial. Direct funding from She Leads can play a catalytic role, but it remains important to help groups diversify their sources of income. This also applies to their partnerships. Over-reliance on one or a few funders and/or partners is a threat to the sustainability of GYW-led organizations.
- The network in Kenya has another observation about strengthening local groups. Within each group, a small circle of young people often takes the lead. While groups cannot function without active leaders, it is important to continue investing in the relationship between the group of leaders and the broader base of girls and young women. This can be done, for example, by regularly organizing 'input' and 'feedback' moments involving less active members.
- The She Leads partners in Lebanon make an important observation: it is unrealistic to expect that all groups supported by She Leads will prove to be sustainable. Even the active participation of girls and young women is already a gain. Even if the group disappears, the knowledge and experience gained by its members can be applied at later times and in other settings. This seems to be an important conclusion, especially in contexts characterized by conflict and instability. Partners in Lebanon point to the resilience demonstrated by members of GYW groups when they take the initiative to organize themselves again in temporary shelters.

Developing and strengthening a GYW-led social movement

While each She Leads partner specifically supports and guides GYW-led groups, they work together as a consortium to bring together different groups and other actors based on a shared agenda. Almost all networks consider this topic a priority for their learning agenda. In 2024, they organized various learning sessions to better understand the impact of their interventions. With the help of the She Leads desk, a training module consisting of four online sessions with GYW representatives from the three countries was developed with the three networks in East Africa. Research was also conducted into the experiences of She Leads groups in Kenya that were active in the Gen Z protests. Below is a brief overview of the main insights:

- 'Don't agonize, organize!' remains the core of every effort to build a stronger network and social movement. It starts with a clear goal and a clear agenda that can inspire and mobilize girls and young women. Additionally, it is necessary to build relationships, involve other parties, and think beyond communities, districts, and regions.
- The partners in the Ghanaian She Leads network concluded that in such a stronger network or movement, there is a great diversity of organizational forms. From informal groups to formal organizations, from community committees to national associations, and from member organizations to NGOs. This requires more renowned and experienced players to take the initiative and certainly lead the way in the initial phase.
- The network in Ethiopia also issues an important warning: ensure that rural groups and organizations are included and remain included. The tendency is that urban actors, with more resources and connections, quickly take the initiative and set the agenda too much.
- From the reflection meeting with the GYW in Kenya, it emerged that they had actively participated in the Gen Z protests against the Finance Bill. The experiences of She Leads had helped them in this regard. What they particularly appreciated was the attention and socio-psychological care they received from She Leads during the protests. For young

female activists in a repressive context like Kenya, it is crucial that they can protect themselves as well as possible against the risks of intimidation, harassment, and (threats of) violence.

- The training with GYW from Ethiopia, Kenya, and Uganda showed that jointly studying (historical and current) social movements in Africa is a good way to give GYW more insight into the nature of a social movement and its development process. What might otherwise remain an abstract concept becomes more tangible in this way.

Conclusion

As highlighted in this paragraph, the participation of GYW in She Leads learning activities increased further in 2024. This is important because the consortium highly values learning agenda outcomes achieved together with girls and young women and relevant to them. What was always felt to be missing was the lack of a safe and user-friendly platform for She Leads GYW. In 2024, the consortium started using GovJunction as the platform for sharing and exchange. GovJunction is an application specifically developed for young activists, where closed groups can be created (such as for She Leads), but participants can also join external groups. The expectation is that with She Leads' participation and support, GovJunction can grow into a sustainable online hub for young female activists in the future.

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5

Cross cutting themes

5.1 Innovation

Innovation remained a hallmark of She Leads programming in 2024. For instance, in Uganda, a pioneering joint capacity-building session on the Universal Periodic Review (UPR) brought together civil society organizations, girls and young women, and government officials. Although there were initial concerns about the diversity of learning needs, the session produced highly positive outcomes. These included strengthened relationships and renewed commitments to follow up on UPR recommendations. As a result, this collaborative model has since been recognized as a promising practice for cross-sectoral engagement.

5.2 Inclusion

Building on its innovative approaches, She Leads continued to prioritize inclusive participation. The programme ensured that GYW from all backgrounds—including those with disabilities, from rural and underserved areas, and across diverse identities—were meaningfully engaged in all aspects of the programme.

In Kenya and Ethiopia, national GYW summits were co-designed and led by GYW, ensuring broad regional representation and ownership. Similarly, Uganda adopted a purposive approach to inclusion, with targeted outreach to GYW with disabilities and from marginalized communities. In Ghana, inclusive participation was promoted by actively engaging girls and young women from slum communities, schools, and underrepresented groups—including those with disabilities such as albinism and partial blindness—in advocacy and leadership activities.

Moreover, in Sierra Leone, inclusive practices were institutionalized through the provision of interpreters, the appointment of GYW to governance structures, and the integration of GYW-led initiatives into organizational strategies. Ethiopia's GYW Festival and the formation of the Ethiopian Young Women Voices (EYWV) group in Tigray further exemplified inclusive leadership in both stable and conflict-affected settings.

The MENA region also made significant strides. Based on feedback from GYW with disabilities, accessibility was enhanced, and inclusive participation was ensured in both online and offline spaces. In Lebanon, GYW from Lebanese, Palestinian, and Syrian backgrounds were supported through transportation assistance and the creation of safe, gender-diverse spaces.

5.3 Power Sharing & Local Ownership

Complementing its inclusive ethos, She Leads continued to foster equitable partnerships and shared decision-making across its networks. In Ghana, co-leadership teams were established to address power imbalances between larger organizations and smaller, GYW-led groups. Likewise, in Sierra Leone, GYW-led advocacy initiatives were supported through direct grants and integrated into broader programming.

In Ethiopia, joint planning, monitoring, and advocacy activities were conducted with full participation of all consortium partners. Quarterly review meetings and collective decision-making processes ensured that GYW and implementing partners had a meaningful voice in shaping programme direction. Meanwhile, in Mali, although inclusive planning was embraced, disparities in partner resources highlighted the need for more equitable funding mechanisms to support joint action.

5.4 Sustainability

Sustainability was a defining focus in 2024, as She Leads partners and GYW groups worked to ensure that the programme's impact would endure beyond its formal lifespan.

In Ethiopia, sustainability was embedded in activity planning through strengthened collaboration, stakeholder mapping, and community ownership. The Yellow Movement launched the Yellow Manifesto to document its role in shaping Ethiopian feminism and established an alumni network to maintain momentum. GYW groups were registered and acknowledged by government bodies, and local fundraising strategies were developed. Similarly, in Kenya, a resourcing brief was developed with GYW, and capacity-building efforts focused on movement building, registration of GYW groups, and linkages with CSOs and embassies. In Ghana, many GYW groups registered as CSOs and joined national networks such as NETRIGHT and WiLDAF, positioning themselves as credible partners for long-term advocacy.

In Sierra Leone, She Leads chapters were established in all districts, each with its own executive and district plan. The network committed to integrating She Leads components into existing programs and using social media to sustain visibility. Plans were made to produce a comprehensive impact report in 2025, and GYW committed to mentoring peers, forming school-based movements, and continuing collaboration with consortium partners.

In Mali, GYW-led CSOs secured service contracts with the Malian Red Cross, and the "girls' café" group in San launched a savings and credit fund to support income-generating activities. These initiatives demonstrated strong ownership and the ability to sustain impact through economic empowerment and social movement building.

5.5 Collaboration with the Embassies of the Kingdom of the Netherlands & the Dutch Ministry of Foreign Affairs

In March, the Global Steering Committee engaged in a face-to-face dialogue with the MFA's Task Force on Women's Rights and Gender Equality to reflect on the strategic partnership, review the midterm evaluation, and identify opportunities for

deeper collaboration. In addition to this meeting, regular contact was maintained with the designated MFA contact person. In February 2025, she conducted a country visit to Ethiopia, where she met with GYW and programme partners to discuss progress and assess the impact of the ongoing conflict on implementation.

Tia (in the middle) and Miatta (right) at the Dutch Permanent Mission in Geneva @Defence for Children - ECPAT Netherlands

Aline from Lebanon (left) and Semaria from Ethiopia (right) with Peter Derrek Hof at the CSW68 @Plan International Netherlands

@Plan International Netherlands

Furthermore, She Leads worked closely with the Permanent Representations of the Kingdom of the Netherlands to the United Nations in Geneva and New York. This collaboration enabled GYW to participate in high-level events such as the Global Youth Dialogue, where they contributed to the 30th review of the ICPD Programme of Action. The partnership with WO=MEN further amplified She Leads' voice in Dutch and international advocacy spaces, particularly during CSW negotiations.

At the country level, engagement with Dutch Embassies (EKN) was strengthened in Jordan, Ethiopia, Ghana, Uganda, Kenya, and Mali. In Jordan, the network established a strong relationship with the EKN, with plans to deepen collaboration in 2025. In Ghana, the EKN actively participated in the network's annual planning meeting. However, in Sierra Leone and Liberia, the absence of a Dutch Embassy continues to pose challenges for direct engagement.

5.6 Collaboration with Other Partnerships & Stakeholders

In addition to its collaboration with Dutch embassies and the MFA, She Leads actively engaged with other MFA-funded strategic partnerships to broaden its impact. In Ethiopia, a working group was formed with Sexual and Reproductive Health and Rights (SRHR) alliances, fostering synergies across shared advocacy goals.

Similarly, in Ghana, Kenya, Uganda, and the pan-African programme, She Leads partnered with initiatives such as We Lead, Break Free, African Activists for Climate Justice, and Power to You(th). These collaborations opened new avenues for GYW to access funding and participate in high-profile events, including the SRHR Conference in Ghana.

Moreover, in June 2024, She Leads participated in regional learning events organized by the MFA and EKN in Cotonou and Nairobi. These gatherings facilitated valuable exchanges with other MFA-funded partnerships, reinforcing cross-regional learning and solidarity.

5.7 Safeguarding

In 2024, safeguarding remained a cornerstone of the She Leads programme, ensuring that girls and young women could participate in all activities—both online and offline—in a safe, respectful, and enabling environment. Across all programme countries, safeguarding protocols were strengthened, adapted to local contexts, and co-developed with GYW to reflect their lived realities and needs.

In Sierra Leone, for instance, safeguarding briefings were standard at the start of every She Leads meeting. Participants were informed about safety protocols, access to restrooms, first aid, and the roles of safeguarding focal persons. Consent forms were required for all participants, and follow-up calls were made to confirm safe travel home. In response to feedback from GYW, the network reduced the duration of meetings to minimize school absences and introduced earlier contribution slots to allow participants to leave before dark. Additional recommendations included providing physical cash payments to ease transport constraints and equipping safe spaces with first aid kits.

To complement existing safeguarding protocols and practices the She Leads Kenya network developed the She Leads Chaperoning Guidelines—a collaborative effort involving GYW, former chaperones, and network members. These guidelines provided further clarity on the roles and responsibilities of chaperones, particularly when supporting younger girls. In addition the network, like many others, implemented a dual approach to safeguarding. Offline, events like the Girls Assembly 2024 featured dedicated safeguarding points and accessible reporting channels. Online, the X-Space discussion during the 16 Days of Activism created a moderated, respectful platform for discussing sensitive issues such as GBV.

Similarly, the network in Ghana integrated both digital and in-person programming. The network used encrypted communication platforms and conducted regular digital safety workshops. During the National Girls Boot Camp in Accra, safeguarding protocols were rigorously applied: risk assessments were conducted, parental and participant

briefings were held, and the Ghana Education Service approved the event. Girls' Education Officers and medical staff were present to ensure the well-being of all participants.

In Mali, designated safeguarding focal points were appointed to support and refer cases of GBV, including abuse and harassment. Similarly, in Lebanon, GYW played a pivotal role in institutionalizing safeguarding practices. Through school-based advocacy, they influenced the introduction of anonymous GBV reporting systems. In IDP shelters, GYW conducted safety audits, identified safeguarding gaps, and proposed the development of tailored safeguarding policies. Their efforts led to the creation of a training programme and the drafting of comprehensive safeguarding policies, which are set to be implemented in 2025.

In Jordan, the network responded to growing concerns around cyber extortion and online harassment by launching the Aman campaign. GYW received training on navigating digital spaces safely, particularly in light of recent amendments to the Cybercrimes Law. These efforts were further reinforced through a collaboration with the King Hussein Foundation and the GYW committee to co-create a guide on preventing and responding to cyber exploitation.

At the Global level, the Global GYW Board consulted GYW across the She Leads countries and worked on a GYW-led safeguarding approach focussed on young women in the programme, complementing existing consortium policies. Additionally, the global desk organised several She leads refreshers at the global level for the whole consortium.

Reporting period	2021	2022	2023	2024
Signals of (possible) safe guarding incidents	2	5	0	7
(possible) incidents investigated per She Leads safe guarding protocol	2	5	0	7
Reported to Lead Applicant & MFA	1	3	1	1
Appropriate follow-up	1	5	0	7
Closed	2	4	0	3
Open	0	1	1	4

6
Financial narrative

In 2024, the program's actual expenditure amounted to EUR 9,183,127, representing 108% of the planned budget for the year, which is an 8% increase over the initial projections.

Budget Line Deviations Exceeding 10%:
- **I.C Consultants and Advisers:** A 20% under-expenditure was observed due to the real-location of tasks. Responsibilities initially designated for external consultants were effectively managed by the staff of alliance partners, optimizing resource utilization. The remaining funds in this budget line will be carried forward to the next financial year.
- **II.B Consortium Partners and Local NGOs:** A 92% over-expenditure occurred due to several factors:
  - Misplacement of funds on budget line I.A instead of II.A, necessitating a higher allocation for this budget line;
  - Carry-over of planned activities from the previous year;
  - Budget shortages for the coordination desk.
- **II.C Travel Costs:** A 45% under-expenditure was primarily due to travel restrictions resulting from conflict and insecurity in several countries, notably Mali, Lebanon and Ethiopia..
- **II.D Project Office Costs:** Expenditures were reduced to offset overspending in other budget lines and ensure that overall expenditures remained within the total budget for specific countries.
- **II.E Equipment and Investment:** A 43% under-expenditure was due to delays in procuring necessary equipment. The

remaining balance will be carried forward to the next financial year.
- **Monitoring, Evaluation, and Auditing:** A 38% under-expenditure occurred as the budget reserved for monitoring and evaluation will be carried forward to the next financial year.

Significant Deviations from the Approved Budget per Network:
- **Mali:** There was a 23% overspending, primarily driven by a budget carryover from 2023. During that year, She Leads Mali experienced a 23% underspending, largely due to the persistent conflict and insecurity in the region, which continued to impact operations into 2024.
- **International programme:** A 55% overspending was noted, caused by the carry-over of costs incurred in 2023 and booked in 2024.
- **MENA regional programme:** There was a 16% underspending, resulting from the ongoing conflict in Lebanon, which led to the cancellation of certain planned activities at the regional level.

Overall, the program's spending rate from inception until 2024 stands at 79%, compared to the initial plan which aimed for 81% by the end of 2024. The discrepancy between planned and actual expenditure is mainly attributed to slower program development in previous years.

In Memory of
Fatima Hassouna

This year, we honor the life and legacy of Fatima Hassouna—a gifted Palestinian photojournalist and She Leads Youth Advocate—whose courage, creativity, and compassion continue to echo far beyond her time with us.

For 18 months, Fatima lived through the unrelenting devastation of Gaza, documenting the human cost of conflict with unflinching honesty and deep empathy. Her camera, which she named Anya, became her companion and witness, capturing the resilience of her people and the stark realities of war.

On 16 April 2025, at just 24 years old, Fatima was killed in an Israeli airstrike, along with ten members of her family. Her death is a profound loss to her community, to the She Leads movement, and to the world.

Fatima's work was more than documentation. Her images told stories that demanded to be seen. Her advocacy gave voice to those silenced. And her words, like her photographs, remain a testament to her spirit.

We are humbled to share her powerful poem, and selections from her final photo diary, "A City of Ruins"—a haunting and courageous visual archive of life, loss, and resistance in Gaza.

A Resonant Death

By Fatima Hassouna

Edited and translated by Batool Abu Akleen

For 300 days, I was accompanied by Anya—my camera, and my only good friend who knew how to catch things, how to take the photos I wanted.

For 300 days, my brothers and I were being killed in this massacre.

Blood has been flowing over the ground, and I've become afraid of the moment when my brothers' blood will reach me, will stain me.

For 300 days, we've been seeing only black and red, smelling the scent of death, eating bitter apples, touching only corpses.

It's the first time I have experienced such a massive loss.

I have lost 11 members of my family, the dearest to my heart.

Still, nothing can stop me.

I roam the streets every day without any master plan.

I just want the world to see what I see.

I am taking photos to archive this period of my life.

I am taking photos of this history which my sons might hear of, or might not.

We, we're dying here every day in many colors and shapes.

I die a thousand times when I see a child suffer; I splinter, I turn into ashes.

It hurts me, what we've become.

This nonsense hurts me, and this monster that eats us every day: it hurts.

Every day when I leave, I see my mother waving goodbye, but I don't turn around.

I don't want to see those eyes.

I don't want all this sorrow for my mother, but what is there in this city?

It is only death.

On mentioning death, the inevitable death:

If I must die, I want a resonant death.

I want to be neither a newsflash, nor a number within a group.

I want a death heard by the whole world,

an impact imprinted forever,

and everlasting photos that won't be buried by time or place.

A city of ghosts

For the last year and a half Fatima shared the story of Palestinians – she wanted the world to know what they were living through in Gaza, determined people would listen and care. Her work was published in media around the world and Fatima used her talent to advocate for an end to the conflict. In January she celebrated the ceasefire and allowed herself to dream of a brighter future.

In the weeks before her death she created a photo diary – allowing us an insight into her world and sharing with us her thoughts and emotions.

Her photo diary was first published by Plan International Jordan, with the permission of her surviving family, who ensured she was credited for her work. It stands as a powerful testament to Fatima Hassouna's resilience and courage in making sure the people of Gaza are not forgotten. And Fatima will not be forgotten.

A street in Ruins

"Every landmark in this city has changed. They have taken from us all the things we loved!"

A Stadium of Families

"This is the Yarmouk Stadium, in days gone by it was a place filled with the cheers of crowds as they enjoyed watching football matches here.

"Now it has been turned into a camp for the displaced, for families forced to flee their homes as they have been destroyed, or risk being targeted. Women who have lost their homes sit on these stands—some have lost their husbands, children, or other family members, each carrying her own story.

"These women sit on the stands where they now literally live. These stands, no wider than a square meter, are where entire families must sleep. Every now and then, they sit in this small space, staring out, into the distance. I imagine that they are staring at what feels like the towering piles of their worries before them."

Colour in the dust, the toy stall

"My Gaza is one of the most contradictory places in this world. Amidst brutal destruction and devastation, you stumble across this stall filled with colorful children's toys, standing in stark contrast to the dull colours of devastation and death—a bold defiance of oppression. There will still be hope for a better future.

"I took this photo because it tells me that even if they kill all the children, other children will be born, carrying these toys in their hands and living their childhood as it should be, one day.
"The daily life of this city never ceases to amaze me — the resilience of its people, the life on the streets just days after it was bombed to the ground. Individuals whom the daily risk of death cannot deter them from going out and living. To me, this is the equation of 'the pink against the gray.'"

My stolen sanctuary

"This place is the "Rashad Al-Shawa Cultural Center," one of the most important cultural centers in Gaza and one of the places most deeply etched in my memory.

"In these photos, you can see the main event hall where poetry evenings, celebrations, and plays were always held. Sometimes, it would even turn into a cinema as there are no cinemas in Gaza. It fulfilled the dreams of everyone who enjoyed the arts.

"The first moment I entered the place after the bombing, I felt like crying because they took something from me that they had no right to take.

"But I know deep down they cannot really take it away from me, because this place is part of my identity—steadfast, no matter how circumstances change."

A suffering generation

"Nothing here is sadder to see than the state of the children in this city.

"Many children are carrying burdens heavier than their years. At a time when they should be in schools or playgrounds, they are instead living in their schools and facing war with a small plate in hand and bare feet.

"I am not always happy when I take such photos. On the contrary, these scenes deeply sadden me and eat away at my heart. The little ones of this city cannot bear all this exhaustion. But my only consolation is the hope that this generation will one day stand against injustice and that the schools and playgrounds will be as they once were."

The unforgotten artist, Mahasen

"This is the talented artist, and my good friend, Mahasen Al-Khatib who was killed in the airstrikes. Mahasen was a role model for me and for many others, she didn't let this war stop her work, she kept going. She used to sit in the attic of her house, pictured here destroyed after an attack, and draw beautiful pictures, using them as her voice, the voice of the Palestinians – speaking to the world.

"The place where this photo was taken no longer exists. The house is gone, the attic is gone, and Mahasen and her dreams are gone. But her wish came true, her art lives on, and many around the world now know that Mahasen was killed as she pursued her dream."

A history of female courage

"For entire generations, women have been the primary nurturers, the legends of the struggle, and the seeds from which a tree of strength and resilience has grown.

"For ages, women have raised their children, instilling in them a steadfast belief and the idea that liberation begins with small actions— perhaps a keffiyeh."

"In the same vein, I have always seen the keffiyeh as the symbol of Palestine, the lady, and we are her children, guided by the belief we must believe in a better future for ourselves that resistance is a continuous and worthwhile endeavour."

The sea of strength

"The more I try to explain our relationship as Gazans with the sea, the less meaning my words seem to carry.

"The sea has been our only escape throughout our lives. And though they tried to keep us away from the sea, they couldn't. Nothing can come between us and it. Everyone here, whenever they need to breathe, heads to the sea. Just seeing this vast expanse makes you feel like you can breathe again, like you can carry on with your life, at least with a little more sense of peace than you arrived with."

Returning home

"Nothing is more beautiful than returning home, despite the hardship of the journey, the difficulty of reaching it, and the long wait to get there – it is always worth it. The moment you breathe in the air of your homeland and your home is a moment more precious than any other."

"This awe-inspiring scene will stay in my memory until I die. This image will remain an eternal memento for an entire generation after me, allowing them to inhale the meaning of returning home, the meaning of 'home,' and the sweetness of arrival after a long, arduous wait."

The day before she died Fatima approved her photo diary to be shared publicly, following her death we have received consent from her family to publish her work fully crediting her.

Annex A Financial progress report 2024

A. Financial report per YEAR (EUR)

Budget items	Budget (planning 2024)	Actuals 2021	Actuals 2022	Actuals 2023	Actuals 2024	Total actuals	Total balance	Budget 2024	Actuals 2024	Balance 2024	Deviation %
I. Direct staff costs											
A. Staff costs	3,538,293	620,801	699,362	788,296	781,304	2,889,762	648,531	861,915	781,304	80,611	91%
B. Local staff costs	1,497,830	253,546	260,908	339,440	362,418	1,216,312	281,519	335,905	362,418	(26,513)	108%
C. Consultants and advisers	64,000	7,026	3,565	–	17,543	28,134	35,866	21,974	17,543	4,431	80%
Subtotal Direct Staff costs	**5,100,123**	**881,372**	**963,835**	**1,127,736**	**1,161,265**	**4,134,208**	**965,915**	**1,219,794**	**1,161,265**	**58,529**	**95%**
II. Other direct programme costs											
A. Activity costs	26,643,402	3,523,013	5,561,587	5,309,042	6,451,558	20,845,200	5,798,202	5,972,709	6,451,558	(478,849)	108%
B. Costs of consortium partners and local NGOs	2,160,078	257,217	371,787	567,556	529,015	1,725,575	434,503	275,610	529,015	(253,405)	192%
C. Activity-related travel costs	769,858	34,791	152,647	121,966	143,026	452,430	317,428	166,167	143,026	23,140	86%
D. Project office costs (if applicable)	237,534	36,731	56,928	51,441	21,177	166,277	71,257	38,248	21,177	17,071	55%
E. Equipment and investments	207,358	53,517	25,975	52,797	22,988	155,277	52,081	40,116	22,988	17,128	57%
F. Monitoring, evaluation and auditing	979,959	156,695	137,608	248,144	135,437	677,883	302,075	217,796	135,437	82,359	62%
Subtotal Other direct programme costs	**30,998,189**	**4,061,963**	**6,306,531**	**6,350,947**	**7,303,201**	**24,022,642**	**6,975,546**	**6,710,645**	**7,303,201**	**(592,556)**	**109%**
Total Direct Costs	**36,098,312**	**4,943,336**	**7,270,366**	**7,478,682**	**8,464,466**	**28,156,850**	**7,941,462**	**7,930,439**	**8,464,466**	**(534,028)**	**107%**
III. Overheads / indirect costs											
Indirect costs	2,789,473	429,459	574,497	708,180	718,660	2,430,796	358,677	603,495	718,660	-115,166	
Subtotal Overheads/Indirect costs	2,789,473	429,459	574,497	708,180	718,660	2,430,796	358,677	603,495	718,660	-115,166	119%
Contingencies (max. 5 %)	12							12			
TOTAL	**38,887,797**	**5,372,795**	**7,844,863**	**8,186,862**	**9,183,127**	**30,587,646**	**8,300,151**	**8,533,934**	**9,183,127**	**-649,193**	**108%**

Total Service Delivery (EUR)	591,007	**Overheads/Indirect costs of Actuals 2024**	718,660
% Service Delivery of Total actuals	2%	**% Overheads/Indirect costs of Actuals 2024**	8%

She Leads alliantie program overall expenditures per partner for 2024

Budget year 2024

Budget Items	Terre des Hommes	Femnet	Defense for Children	Plan	Coordination	Total
I. Direct staff costs						
A. Staff costs	105,885	167,874	232,985	355,170	–	861,915
B. Local staff costs	335,905	–	–	–	–	335,905
C. Cons. & adv.	–	21,974	–	–	–	21,974
Subtotal	**441,790**	**189,848**	**232,985**	**355,170**	**–**	**1,219,794**
II. Other direct programme costs						
A. Activity	1,725,872	404,155	889,637	2,953,045	–	5,972,709
B. Consortium	60,610	–	15,000	–	200,000	275,610
C. Travel for act.	24,489	77,972	22,632	41,074	–	166,167
D. Project office	38,248	–	–	–	–	38,248
E. Equipm. & inv.	35,009	5,107	–	–	–	40,116
F. M&E and audit	96,124	52,172	7,500	12,000	50,000	217,796
Subtotal	**1,980,351**	**539,406**	**934,769**	**3,006,119**	**250,000**	**6,710,645**
Total Direct Costs	**1,980,351**	**539,406**	**934,769**	**3,006,119**	**250,000**	**6,710,645**
III. Overheads / indirect costs						
Indirect costs	162,000	51,048	101,544	268,903	20,000	603,495
Subtotal	**162,000**	**51,048**	**101,544**	**268,903**	**20,000**	**603,495**
Contingencies	–	–	–	–	–	–
TOTAL	**2,584,141**	**780,302**	**1,269,298**	**3,630,192**	**270,000**	**8,533,934**

Notes:

1 Actual amount of Plan is based on the realisation of activities: EUR 4.182.085. The audit statement is based on the expenditures of Plan Nederland and the commitments to cooperating partners: EUR 4.192.704. The difference, -/- EUR10.619, is a result of outstanding commitments at cooperating partners.

2 Actual amount of Terre des Hommes (TdH) is based on the realisation of activities: EUR 2.576.398. The audit statement is based on the expenditures of TdH federation and the commitments to cooperating partners: EUR 697.626. The difference, EUR 1.878.772 is a result of a) EUR 1.988.771 the amount of expenditures of the cooperating partners, and b) -/- EUR 110.000 outstanding commitments at cooperating partners.

Actuals year 2024

Budget Items	Terre des Hommes	Femnet	Defense for Children	Plan	Coordination	Total
I. Direct staff costs						
A. Staff costs	108,793	167,562	194,654	310,296	–	781,304
B. Local staff costs	362,418	–	–	–	–	362,418
C. Cons. & adv.	–	17,543	–	–	–	17,543
Subtotal	**471,211**	**185,105**	**194,654**	**310,296**	**–**	**1,161,265**
II. Other direct programme costs						
A. Activity	1,599,508	434,650	956,812	3,460,589	–	6,451,558
B. Consortium	215,888	–	-12,046	–	325,173	529,015
C. Travel for act.	12,708	74,240	20,014	36,065	–	143,026
D. Project office	21,177	–	–	–	–	21,177
E. Equipm. & inv.	22,988	–	–	–	–	22,988
F. M&E and audit	64,098	44,900	-1,585	13,682	14,342	135,437
Subtotal	**1,936,367**	**553,789**	**963,194**	**3,510,336**	**339,515**	**7,303,201**
Total Direct Costs	**2,407,578**	**738,895**	**1,157,848**	**3,820,631**	**339,515**	**8,464,466**
III. Overheads / indirect costs						
Indirect costs	168,821	55,787	100,569	361,454	32,031	718,660
Subtotal	**168,821**	**55,787**	**100,569**	**361,454**	**32,031**	**718,660**
Contingencies	–	–	–	–	–	–
TOTAL	**2,576,398**	**794,681**	**1,258,416**	**4,182,085**	**371,546**	**9,183,127**
Variance	100%	102%	99%	115%	138%	108%

Notes:

Overall, the total amount based on the realisation of activities: EUR 9.183.127. The amount of the audit statement is based on the audited expenditures and the commitments to cooperating partners: EUR 7.314.974. The difference EUR 1.868.153 is divided between Plan (EUR -/- 10.619) and TdH (EUR 1.878.772)

Programme expenditure for the result areas 2024 alliantie

Budget per Result Area 2024 (EUR)

Country	Total budget	Total actuals till 2024	Total balance	Spending rate	Budget 2024	Actuals 2024	Balance 2024	Spending rate
Ghana	1,999,158	1,481,289	517,869	74%	369,753	393,127	-23,374	106%
Sierra Leone	1,931,184	1,544,066	387,118	80%	446,735	417,565	29,169	93%
Liberia	1,868,916	1,528,697	340,220	82%	437,701	383,078	54,623	88%
Kenya	3,765,956	2,995,124	770,832	80%	729,581	772,874	-43,293	106%
Uganda	3,027,664	2,615,586	412,078	86%	619,179	640,545	-21,366	103%
Ethiopia	3,155,412	2,396,339	759,073	76%	656,794	650,100	6,694	99%
Mali	3,240,366	2,392,341	848,025	74%	624,854	767,024	-142,170	123%
Jordan	3,878,078	2,926,963	951,115	75%	967,800	987,646	-19,846	102%
Lebanon	3,826,287	2,836,961	989,327	74%	934,120	928,489	5,632	99%
International	3,438,310	2,758,790	679,520	80%	702,553	1,087,624	-385,071	155%
ME Regional	1,728,804	1,203,211	525,593	70%	440,449	368,913	71,536	84%
Africa Regional	3,893,610	3,200,725	692,885	82%	920,453	994,172	-73,720	108%
Netherlands	359,954	276,758	83,196	77%	80,467	73,309	7,158	91%
Direct costs	36,113,701	28,156,849	7,956,852	78%	7,930,439	8,464,466	(534,028)	107%
Indirect costs	2,774,084	2,430,788	343,297	88%	603,495	718,660	-115,166	119%
Total:	**38,887,785**	**30,587,636**	**8,300,149**	**79%**	**8,533,934**	**9,183,127**	**(649,193)**	**108%**

Programme expenditure for the result areas 2024 alliantie

Budget per Result Area 2024 (EUR)

Budget items	R1 Increased Acceptance	R2 Collective Action	R3Meaningfull Participation	Total
I. Direct staff costs				
A. Staff costs	241,332	338,473	282,109	861,915
B. Local staff costs	96,413	146,701	92,791	335,905
C. Consultants and advisers	7,748	5,163	9,064	21,974
Subtotal Direct Staff costs	**345,493**	**490,337**	**383,964**	**1,219,794**
II. Other direct programme costs				
A. Activity costs	1,721,451	2,491,222	1,760,035	5,972,709
B. Costs of consortium partners and local NGOs	81,161	109,921	84,528	275,610
C. Activity-related travel costs	66,187	50,420	49,560	166,167
D. Project office costs (if applicable)	15,127	14,034	9,088	38,248
E. Equipment and investments	8,273	17,338	14,506	40,116
F. Monitoring, evaluation and auditing	90,123	60,996	66,678	217,796
Subtotal Other direct programme costs	**1,982,322**	**2,743,929**	**1,984,394**	**6,710,645**
Total Direct Costs	**2,327,814**	**3,234,267**	**2,368,358**	**7,930,439**
III. Overheads / indirect costs				
Indirect costs	155,390	274,305	173,800	603,495
Subtotal Overheads / Indirect costs	**155,390**	**274,305**	**173,800**	**603,495**
Contingencies (max. 5 %)	–	–	–	–
TOTAL	**2,483,204**	**3,508,572**	**2,542,158**	**8,533,934**

Budget per Result Area 2024 (EUR)

Budget items	R1Increased Acceptance	R2 Collective Action	R3Meaningfull Participation	Total
I. Direct staff costs				
A. Staff costs	233,991	270,453	276,860	781,304
B. Local staff costs	104,023	158,281	100,115	362,418
C. Consultants and advisers	6,185	4,122	7,236	17,543
Subtotal Direct Staff costs	**344,199**	**432,856**	**384,211**	**1,161,265**
II. Other direct programme costs				
A. Activity costs	1,969,796	2,411,267	2,070,495	6,451,558
B. Costs of consortium partners and local NGOs	158,928	205,687	164,401	529,015
C. Activity-related travel costs	61,000	37,351	44,675	143,026
D. Project office costs (if applicable)	8,375	7,770	5,032	21,177
E. Equipment and investments	3,558	10,909	8,521	22,988
F. Monitoring, evaluation and auditing	60,190	33,458	41,789	135,437
Subtotal Other direct programme costs	**2,261,848**	**2,706,442**	**2,334,912**	**7,303,201**
Total Direct Costs	**2,606,047**	**3,139,297**	**2,719,123**	**8,464,466**
III. Overheads / indirect costs				
Indirect costs	196,839	300,515	221,307	718,660
Subtotal Overheads / Indirect costs	**196,839**	**300,515**	**221,307**	**718,660**
Contingencies (max. 5 %)	–	–	–	–
TOTAL	**2,802,885**	**3,439,812**	**2,940,430**	**9,183,127**
	113%	98%	116%	108%

Annex B Risk matrix 2025

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 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.	• 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 signalling 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 signalling and reporting of (imminent) risks and issues.	M

Risk	Mitigation	Result	Residual risk* (L/M/H)
External risks: cannot be avoided.			
Economic insecurity and high inflation rates.	• 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.	• 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.	• 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)
External risks: cannot be avoided.			
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
• Political or social unrest **• Elections and changing political contexts.** **• Procedural delays in processes of policy development, legislation and/or policy implementation.**	• 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.	• 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.	• 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.	• 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).	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 subgranting 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. • ointly 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

Annex C Output basket indicator actuals 2024

This annex focuses on capturing the details of tier 3 organisations engaged in She Leads across networks. Specifcially those measuredunder WRG046, WRG048, SCS072, SCS 074, SCS062, and SCS064 are important in context of the She Leads partnership.

	# of CSOs included in the programme		TOTAL	ETHEOPIA	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
SCS6	SCS061	# women led CSOs	42	3	4	5	3	2	4	2	3	1	3	5	7
	SCS062	# youth led CSOs (mixed or boys/young men)	22	0	1	12	0	2	0	1	3	0	3	0	0
	SCS063	# of CSOs not youth or (young) women led	54	2	3	13	2	3	2	1	7	6	4	5	6
	SCS064	# of CSOs both women & youth led (GYW-led)	20	1	0	4	3	0	2	1	0	0	7	2	0

	# of organizations with strengthened capacity to advance women's rights and gender equality		TOTAL	ETHEOPIA	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
WRGE 5.2.1	WRG045	# of women-led CSOs	18	1	1	3	1	2	3	3	2	1	0	1	0
	WRG046	# of youth-led CSOs (mixed or boys/young men)	33	0	0	11	0	0	0	0	2	0	0	0	20
	WRG047	# of CSOs (not youth, not (young) women led)	28	0	0	11	0	2	1	1	5	2	0	5	1
	WRG048	# of CSOs both women & youth led (GWY-led!)	17	1	0	4	0	1	0	0	0	0	11	0	0

	# of CSOs that have enhanced representation of constituencies		TOTAL	ETHEOPIA	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
SCS7	SCS071	# women led CSOs	23	0	1	3	2	0	2	2	0	0	7	2	4
	SCS072	# youth led CSOs (mixed or boys/young men)	6	0	0	5	0	0	0	0	1	0	0	0	0
	SCS073	# of CSOs not youth or (young) women led	17	0	0	11	1	1	1	0	0	2	0	1	0
	SCS074	# of CSOs both women & youth led (GYW-led)	10	0	0	4	1	0	0	1	0	0	4	0	0

Annex C Output basket indicator actuals 2024

This annex focuses on capturing the details of tier 3 organisations engaged in She Leads across networks. Specifcially those measuredunder WRG046, WRG048, SCS072, SCS 074, SCS062, and SCS064 are important in context of the She Leads partnership.

	# of CSOs included in the programme		TOTAL	ETHIOPIË	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
SCS6	SCS061	# women led CSOs	83	1	16	20	3	9	2	5	8	0	16	2	1
	SCS062	# youth led CSOs (mixed or boys/young men)	90	0	9	9	5	16	7	13	13	7	11	0	0
	SCS063	# of CSOs not youth or (young) women led	166	1	9	13	6	16	0	10	8	22	72	7	2
	SCS064	# of CSOs both women & youth led (GYW-led)	315	28	36	15	64	34	23	15	2	15	44	5	34

	# of organizations with strengthened capacity to advance women's rights and gender equality		TOTAL	ETHEOPIA	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
WRGE 5.2.1	WRG045	# of women-led CSOs	93	0	14	12	0	4	1	5	57	0	0	0	0
	WRG046	# of youth-led CSOs (mixed or boys/young men)	58	0	18	1	2	4	5	11	10	3	4	0	0
	WRG047	# of CSOs (not youth, not (young) women led)	49	0	11	2	2	1	0	10	2	18	0	0	3
	WRG048	# of CSOs both women & youth led (GWY-led!)	285	0	50	9	18	10	13	15	2	4	152	5	7

	# of CSOs that have enhanced representation of constituencies		TOTAL	ETHEOPIA	KENIA	UGANDA	GHANA	LIBERIA	SIERRA LEONE	MALI	JORDANIË	LIBANON	PAN AFRICA NETWORK	MIDDLE EAST AND NORTH AFRICA	GLOBAL ADVOCACY NETWORK
SCS7	SCS071	# women led CSOs	44	0	16	9	0	6	1	8	3	0	1	0	0
	SCS072	# youth led CSOs (mixed or boys/young men)	53	0	9	3	5	9	5	11	6	1	3	0	1
	SCS073	# of CSOs not youth or (young) women led	60	0	11	5	0	23	5	10	4	2	0	0	0
	SCS074	# of CSOs both women & youth led (GYW-led)	108	0	15	6	19	14	14	15	2	3	12	5	3

SCS6 — # of CSOs included in the programme

Code	Indicator	ETHIOPIA			UGANDA			LIBERIA			GHANA			SIERRA LEONE			MALI			JORDAN			LEBANON			KENYA				PAN AFRICA NETWORK				GLOBAL ADVOCACY NETWORK				MIDDLE EAST AND NORTH AFRICA		
		Plan	TdH	Femnet	Plan	TdH	Femnet	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	TdH	Plan	tdh	DCI	Plan	tdh	DCI	Plan	TdH	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI
SCS061	# women led CSOs	0	2	1	0	2	3	1	1	0	1	1	1	2	1	1	2	0	0	2	0	1	0	1	0	1	2	0	1	0	0	2	1	5	0	1	1	0	4	1
SCS062	# youth led CSOs (mixed or boys/young men)	0	0	0	1	0	11	0	2	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	1	0	0	0	1	2	0	0	0	0	0	0	0	0
SCS063	# of CSOs not youth or (young) women led	1	1	0	1	1	11	2	0	1	1	0	1	1	0	1	0	0	1	3	3	1	2	1	3	1	0	2	0	1	1	2	0	1	2	2	1	2	1	2
SCS064	# of CSOs both women and youth led (GYW-led)	0	0	1	0	0	4	0	0	0	1	1	1	0	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	2	0	2	3	0	0	0	0	2	0	0

WRGE 5.2.1 — # of organizations with strengthened capacity to advance women's rights and gender equality

Code	Indicator	ETHIOPIA			UGANDA			LIBERIA			GHANA			SIERRA LEONE			MALI			JORDAN			LEBANON			KENYA				PAN AFRICA NETWORK				GLOBAL ADVOCACY NETWORK				MIDDLE EAST AND NORTH AFRICA		
		Plan	TdH	Femnet	Plan	TdH	Femnet	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	TdH	Plan	tdh	DCI	Plan	tdh	DCI	Plan	TdH	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI
WRG045	# of women-led CSOs	0	0	1	0	0	3	0	2	0	0	1	0	2	1	0	0	0	0	0	1	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
WRG046	# of youth-led CSOs (mixed or boys/young men)	0	0	0	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0	0	0	0	0	0
WRG047	# of CSOs (not youth, not (young) women led)	0	0	0	0	0	11	0	2	0	0	0	0	1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	4	1	0
WRG048	# of CSOs both women & youth led (GWY-led!)	0	0	1	0	0	4	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	10	0	0	0	0	0	0	0	0

SCS7 — # of CSOs that have enhanced representation of constituencies

Code	Indicator	ETHIOPIA			UGANDA			LIBERIA			GHANA			SIERRA LEONE			MALI			JORDAN			LEBANON			KENYA				PAN AFRICA NETWORK				GLOBAL ADVOCACY NETWORK				MIDDLE EAST AND NORTH AFRICA		
		Plan	TdH	Femnet	Plan	TdH	Femnet	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	DCI	Plan	Femnet	TdH	Plan	tdh	DCI	Plan	tdh	DCI	Plan	tdh	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI	Femnet	Plan	TdH	DCI
SCS071	# women led CSOs	0	0	0	0	0	3	0	0	0	0	1	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	7	4	0	0	0	0	2	0
SCS072	# youth led CSOs (mixed or boys/young men)	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	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	0	0	11	0	0	1	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
SCS074	# of CSOs both women and youth led (GYW-led)	0	0	0	0	0	4	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	3	0	0	0	0	0	0	0