



ANNUAL NARRATIVE REPORT 2018

Women Empowered for Leadership (WE4L)

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1 January-31 December 2018

Project year: Third (of five) | FLOW activity ref.: 28322

<https://womeninleadership.hivos.org/>



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Introduction

Women Empowered for Leadership (WE4L) is a collaboration between Hivos, women's movements and like-minded organizations in Jordan, Lebanon, Malawi, Zambia and Zimbabwe. WE4L identifies the needs of women leaders and aspiring leaders developing strategies that help them realize their full leadership potential and be recognized as leaders and agents of change.

WE4L's objectives are:

1. More women participate fully and effectively in politics and public administration at sub-national level.
2. Female leaders, linked with women's rights organizations have more influence on political and societal developments and on public opinion.
3. There is more recognition and support from the general public for women in leadership positions.
4. Civic organization's such as trade unions and political parties promote full and equal participation of women in leadership positions and demonstrate significant changes in their own policies and practices.

This report reflects on the context relating to the Theory of Change (TOC) and highlights the progress, challenges and selected Outcomes during the period 1 January 2018 to 31 December 2018.

Theory of Change

In 2018 Hivos and partners in each country reviewed the Theory of Change (TOC) to assess continued alignment with contextual developments. Whilst overall the TOC and its underpinning assumptions were reaffirmed as valid, some minor shifts in strategy to reflect local realities were agreed: **In Zimbabwe and Lebanon:** Partners agreed to expand ways of engaging directly with target groups, conduct

post workshop evaluations enabling curriculums targeted to target groups. **In Zambia:** Engagement and awareness targeting political parties was agreed to have contributed to a change in perceptions towards women as leaders by appointing authorities in Zambia – validating the assumptions underpinning the TOC. **In Jordan:** New austerity measures and proposed income tax reforms¹ resulted in anti-

government demonstrations. Equal economic opportunity for women has been a recurring theme in WE4L Jordan, during the TOC review it was agreed to explore the impact of the draft law and fiscal policies on women, linked to Outcome 4. **In Malawi:** Political violence against women was identified as a key risk and strategies (outlined later in this report) to both prevent and respond to this were agreed on.

Outcomes

Most Significant Outcomes:

In Lebanon, WE4L supported LADE's pre-elections roundtable discussions with women in 7 political parties². In the February 2018 Lebanese Parliamentary elections traditional political parties nominated and supported **38 female candidates** in comparison to **6** women nominated in **2009**. In total **113** female candidates (including Independents stood, a significant increase from the 12 female candidates in 2009.

Notably the **7 political parties engaged by WE4L fielded the highest number of female candidates**. This gain did not translate into parliamentary seats with only **6 women (3%)** gaining election to the 128-member Parliament. 4 women (13%) were appointed to the 40-member Cabinet

In Malawi, on 13th July, 2018 during an engagement meeting

in Blantyre, 10 of the 17 media houses present offered radio and television airtime to WE4L. 8 of these media houses require WE4L to cover full production costs and 2 including the state operated Malawi Broadcasting Corporation and Times Media Group were open to cost-sharing arrangements. As such panel discussion radio programs titled "Forward with Women in the 2019 Elections" were recorded under WE4L for airing by the media

¹ See <http://www.jordantimes.com/news/local/women-leaders-say-new-income-tax-law-should-be-%E2%80%98gender-sensitive%E2%80%99>

²The political parties were: Ahrar, Free Patriotic Movement, Future Movement, Kataeb, Lebanese Forces, Progressive Party, Syrian Socialist National Party

houses beginning December 2018.

In Zimbabwe, in August 2018, WE4L piloted the **Stawisha³ Leadership approach**, 20 participant's tested a curriculum aiming to support women leaders working in challenging contexts with gender norms and cultural beliefs that inhibit women. Post evaluation assessments showed that all participant's gained new skills and

values to place themselves back in the driving seat; give themselves permission to thrive and not merely survive; set clear boundaries and learn to say "no" when the ask is too great; emotional intelligence tools for better communication, increased assertiveness and stronger relationships. Feedback informed the final curriculum used in a training of facilitators in November 2018 in which 7 Southern

Africa facilitators were equipped to deliver the training within their organizations and communities in Southern Africa.

In Zambia over 250 women are being mentored well in advance of the 2021 national elections. The majority of these are independent and yet to make a choice on political party representation.

In Their Words: Significant Stories

The use of storytelling both as an advocacy tool and way of measuring program success has been a great asset for WE4L. Partners have harvested stories from women, institutions and stakeholders and shared these to influence further

changes in perception supportive of female leadership. This was the focus of the 2018 Linking and Learning event in the Netherlands in October 2018. The subsequent selection of stories portrays the wide ranging work being undertaken by

WE4L - whilst the stories are set in diverse contexts, they reflect the lived realities of many women - realities that WE4L is working hard to maintain or improve:

■ Campsite Stories: Jordan's Youth Camps

"It was the first time I saw the spark in women's eyes as they narrated their stories; stories of challenges, persistence and success. I learnt a lot about gender issues... I believe the only difference between men and women is in individual capabilities. Whoever proves more capable must get the opportunity. A woman is my mother, my sister, my wife and my daughter, so if enjoying her full rights means that society would become a better place, then I'm all for it". **Anas Al-Halaibah**, Madaba Governorate, Youth Camp Participant, Physics Student at Hashemite University; Youth Activist; radio producer, and writer of articles on hope and perseverance.

"There are good laws out there but the problem is in the implementation. Most topics at the Youth Camp revolved around women and the need to enforce laws in their favor, and I support all that. In Sahab, in the recent decentralization elections, we had equal representation of men and women, which shows an increased social awareness of women's rights, contrary to some of the other governorates, and I'm proud of that". **Bisher Al-Hassan**, Sahab, Engineering Student, University of Jordan

Hivos organized the Gender Youth Camp collaborating with Ahel – a social support organization, and Ziber - a media institution and e-magazine. The camps explored cultural stereotypes with the Arab Network for Civil Development (ANHRE), and the impact of women's economic empowerment as a tool for participation with the support of Drabzeen. The role of technology and media in reinforcing negative stereotypes, and effects of culture and tradition was explored with the Arab Network for Civil Development (ANHRE). Pre and post assessments of the 100 participants showed a substantial shift in both females and males thinking, opinions and attitudes towards women in political and social leadership positions.

■ Women and Trans* reflect on struggles and successes

Women and trans* individuals in Lebanon shared their life experiences at a storytelling night hosted by Hivos and Fe-Male as part of the 16 Days of Activism Against Gender-Based Violence campaign. The **"What's Your Story?"** event on December 1 2018

provided a safe space for diverse women from the North and South Beirut regions to reflect on their pasts, understand the complexities of being part of a minority group, and connect to others through shared struggles and successes.

³ Stawisha is a leadership approach that was developed by Hivos working with partners from Malawi, Kenya, Uganda, Tanzania, Rwanda, Zambia and Zimbabwe. The approach opens up space for women to appreciate and celebrate who they are; inspire them to re-activate hopes and dreams for who they could still become; affirm the leadership roles they already hold in families, churches and communities and challenge them to take up leadership roles in other spheres.

"Get angry, utilize it in the right manner, and be loud," said one journalist at the event organized by Hivos' WE4L program.



The panelists of female and trans* community leaders and open mic audience performers shared stories, theatrical performances, and poetry on visibility, empowerment, gender and sex nonconformity and resilience. One panelist, an activist and researcher, discussed incidents where she was harassed by strangers while sleeping on airplanes. The activist protected herself with Aikido, a modern Japanese martial art but was frustrated with the lack of structures and measures available to prosecute harassers.

A journalist and media personality shared her stories of misogyny and harassment in the industry, including being told she needed plastic surgery to "fix her nose" during a job and interview and being groped in a meeting regarding a promotion. "In that moment, you freeze," she said. "As loud as I am, I was silent."

Her story helped the audience recognize how women are often robbed of their agency, and how providing space and support to reclaim that agency can build leaders who work towards positive societal change.

■ Realizing my full potential

"Women usually juggle many tasks between the workplace and home, yet they are expected to cope with these different roles without complaining. Since I began working on WE4L in 2016, I have heard stories of how women have forgone opportunities for career advancement because they could not balance working life with the demands of their homes and families."

Between March and August 2018 WE4L developed the Stawisha Women's Leadership approach to support female leaders. Tambudzai Madzimure, Hivos' Project Manager for WE4L-Zimbabwe, both coordinated the

development of Stawisha and participated in its development from inception.

"The most significant changes that happened to me during the process of developing the leadership approach, is that I am now able to differentiate between things that I can change within my sphere of influence and how to work around those that I cannot, in achieving a task. I have also learnt to appreciate that as a person, I have my limitations. It is empowering to acknowledge these limitations and work with others with the ability to get the task done. I have also learnt to cultivate relationships that can

provide me with the necessary support I need to achieve my goals, this includes relationships in the work space but also with family and friends," **Tambudzai** shared.

Part of the WE4L MTR recommendations included the development of a comprehensive women's leadership curriculum covering leadership, conflict transformation and strategic skills, including self-care. Stawisha empowers participants to pay attention to issues of wellness which are critical if women are to succeed in their leadership journey.

■ A Bold Manifestation of Hope: The Women's Assembly

By Ulemu-Hannah Kanyongolo

"The room was abuzz, women of all ages, from all walks of Malawian life, flooded through the doors. A momentous occasion was here - not an ordinary women's convention, to weep about our situation, but one that would develop a concrete

women's manifesto expressing the interests of Malawian women. Not dictated by men. Not decided by parliamentarians. But one designed for her, by her. On this day every woman's voice carried weight. The primary school teacher from

rural Dowa, the young college activist, the nurse who witnesses the daunting conditions expectant mothers endure. Every. Woman. Mattered.

I heard accounts of obstacles deliberately put in place to stop

female political aspirants from excelling. I heard a mother's tale of the shattering consequences of her fourteen-year-old dropping out of school due to pregnancy, then forced to marry an older man who had had taken advantage of her. A teacher spoke of the struggles her students face when menstruating. Her classroom has no chairs nor desks. Just a bare, cold floor.

The women boldly demanded a conducive environment for women in politics. They demanded stringent punishment for abusive teachers when they violate the innocence of young girls, and that infrastructure in public schools be improved so that girls can learn effectively. They demanded it all...with a sense of urgency. To see women in my

own country, speak so passionately about their rights and claim to an equal share of the pie, in whatever scenario one would fathom, was nothing short of amazing. To imagine why one must witness a collective of women seeking a safe space where we would be free to speak of the abhorrent condition patriarchy has left us in was appalling.



As we await the Women's Manifesto launch, it is my hope that it inspires the whole nation. I hope it acts as a blueprint for solutions to the plight of Malawian women. Our own Beijing Platform for Action, born and bred for the Malawian woman and girl. The future looks bright, it is no secret that no country can truly be free until all its men and women are free. Yes, all men and women. Not just 'all men'.⁴ The Women's Manifesto Movement is a collaboration between

several development agencies. WE4L partner WOLREC was the lead agency, Oxfam, Action Aid, Christian Aid and several local CSO's also collaborated. The Women's Assembly validated the views of women participants who had provided data to inform the Women's Manifesto - a lobby and advocacy tool containing sectoral specific demands of Malawian women. The Manifesto will be used to hold leaders accountable for advancing women's rights and

gender equality. The Women's Assembly and Manifesto links to Outcome 2, and responds to the recommendations of the MTR to 'strengthen movement building by forging new alliances and agendas between women from distinct locations, sectors, movements, ages, ethnicities, and backgrounds. and create a strong movement that continues to put issues of women and leadership on the political map of the countries involved.'⁵

■ From Humiliation to Aspiration

In Kafue, Zambia, a young lady (name withheld) newly bereaved and mourning the loss of her husband, was made to undress at 03:00am, and stand outside naked in her home village while water was poured on her during her late husband's funeral. "Everyone who attended my husband's funeral and wished to see me naked came to

see me, including young boys," she narrated. This humiliating 'death cleansing' ritual which violates the dignity of a widow was perpetrated and normalized by her community who condoned and sanctioned traditional cultural practices. Such practices often cause emotional and physical harm and reflect patriarchal norms and power

inequalities, disproportionately targeting women, and other vulnerable groups such as the elderly and children.

Through awareness campaigns under WE4L and confidence building the same woman has gained leadership skills and confidence. Whilst she will

⁴ <https://mwnation.com/womens-assembly-on-today/> (5th November, 2018) <https://mwnation.com/womens-manifesto-on-the-cards/> (23rd November, 2018)

⁵ Hope Chigudu Rob Watson Rida Azar, Hivos Women Empowered for Leadership Mid Term Review, 2018 (Page 32)

never forget the trauma she was subjected to, she now uses her painful experience to help others. She aspires to run for council, planning to contest in the 2021

Zambian Elections. She is using her platform and new skills to create awareness in her community about the negative aspects of traditional cultural practices whilst advocating

for their elimination. She hopes this will inspire other women to stand up, claim leadership roles and use their voice to help others.

Progress

Outcome 1: Significant Increase in women Elected Officials and new appointees at sub national political and administrative level participating fully & effectively

To achieve this, we developed the capacity of women aspiring to and appointed to leadership positions across all 5 countries, WE4L facilitated for increased participation by supporting innovative, alternative platforms for discussion of key issues:

A significant outcome was realized in Lebanon with increase from 6 to 38 women contesting on party tickets, as discussed earlier in the report.

In **Zimbabwe** a #WomenMeetThePresident meeting was held in May 2018 in collaboration with various partners including WE4L partner Women's Coalition of Zimbabwe (WCoZ) demanded President Mnangagwa

act on gender equality, WCoZ further lobbied the President through letters, press statements and an online petition requesting "President to make Cabinet appointments that respect and promote gender equality". In August 2018 the President appointed 7 female ministers to his 20-member Cabinet, including to strategic and traditionally male headed sectors, such as the Ministries of Defence and War Veterans; and Information, Publicity and Broadcasting Services. Female Cabinet representation increased by **15%** from the 20% appointed in 2017 to **35% in 2018**.

Malawi had promising early results which we hope are positive indicators, for women contesting in the upcoming May 21st 2019

Tripartite Elections: In Nkhosakota district **8 women** from 5 political parties⁶ are contesting for the position of ward councilors for the 2019 tripartite elections for 8 wards of the district a significant increase from the lone female candidate in 2014. By December 2018, **30 of 122** women aspirants mentored by partner Towwirane in 3 districts in Northern Malawi won their respective political party primary elections, and the opportunity to represent their political parties in the Local Government Elections in May 2019; A further **30 women** who did not win primaries declared they would now contest as independent candidates upon the request of their supporters to contest.

Outcome 2: Women's CSOs and established and aspiring women leaders collaborate and impact political and societal development and opinions

As the programme has matured cross collaboration for impact has become easier:

In **Zimbabwe**: Civil Society and Women's Organisations successfully

lobbied the Zimbabwe Electoral Commission (ZEC) for the adoption and inclusion in Statutory Instrument 85 of expanded documentation for Proof of Residence, particularly the inclusion of public health cards or

stamped envelopes. This resulted in an increase in registered female voters to **54%** despite the new biometric voter registration that was being used for the first time.

⁶ In Lebanon, WE4L supported LADE's pre-elections roundtable discussions with women in 7 political parties. In the February 2018 Lebanese Parliamentary elections traditional political parties nominated and supported 38 female candidates in comparison to 6 women nominated in 2009. In total 113 female candidates (including Independents) stood, a significant increase from the 12 female candidates in 2009.

Notably the 7 political parties engaged by WE4L fielded the highest number of female candidates. This gain did not translate into parliamentary seats with only 6 women (3%) gaining election to the 128 member Parliament. 4 women (13%) were appointed to the 40 member Cabinet.

Zambia had over 250 aspiring female councilors and **150 female students** from 8 Universities aspiring for student union positions mentored. The mentorship included exchange visits to members of parliament and already existing female councilors in selected wards.

WE4L in partnership with ANHRE of **Jordan** created a **network of 392 women** whose capacity was developed on networking, gender

sensitivity, and gender sensitive data collection. The network engaged and mobilized 342 housewives to participate in kitchen meetings and provide local data to community initiatives. They also engaged 12 national level decision makers, 51 key local actors, and 7 media people on a range of issues relating to women's leadership and participation.

In December 2018 at a conference

in Beirut, representatives (mostly human resources or executive managers) of over 50 private business companies/institutions from all over **Lebanon** vowed to develop and implement sexual harassment policies in the workplace with complaint mechanisms based on a women's empowerment approach. The companies including mobile telephone providers, car rental firms and the University of San Joseph ranged in size from small to large.

Outcome 3: The general public increasingly recognises and supports women in leadership positions.

WE4L works to change public perception and increase support for existing and aspiring female leaders:

In Jordan WE4L promoted positive images of women in leadership positions within several sectors - in political parties, elected women in municipalities, women in trade unions, through videos and documentaries. **Over 10,000** people were reached based on site visits and listener records from different social media platforms such as Roya TV, the Facebook, and the WE4L website. Social media comments and discussions both on and offline showed a shift in the publics' views of women as leaders based on the positive coverage.

In Lebanon, over 90 stories were produced, published and also shared on social media platforms highlighting gender discrimination, linked to policies and practices. Through discussions during public meetings and partner sharing platforms participants applauded the increased visibility of women's stories on various platforms that has seen them gain more support from unlikely allies who were moved by the stories they read. However, this increase remains slow, with the biggest challenge to women in media being a lack of funds to pay for coverage.

In Malawi: Capital FM Radio's Women in Politics - Amayi Mundale series had a listenership of almost 2.5 million (roughly **14% of the 17.5 million** population) in the last quarter of 2018, based on the stations transmission footprint across Malawi. The high reach was also due to promotion of the radio programs using recorded public service announcements and social media advertising. Social media reach for November 2018 was at **68,557 accounts reached** through #AmayiMundale and **around 727,194 impressions**.

Outcome 4: Civic organizations demonstrate a significant change in their policies and practices on full and equal participation of women in leadership positions

Many outcomes exist of women's increasing participation following coaching and mentoring and influencing strategies for to promote changes in civic organisations, for example:

Joyce Mhungu a WCoZ leadership mentorship recipient was elected

as Vice President of the National Association of Non-Governmental Organization's (NANGO) - Southern Region becoming 1 of 3 women in the 8-member board. Meanwhile, in Malawi, incumbent councillors Akima Chipwatali and Rose Makiyi were elected Vice Chairpersons of Blantyre and Nsanje District

Councils respectively, the first time women have won these positions since the establishment of the District Councils in 1994. WE4L supported the councillors in their council elections campaigns from 2017 through coaching, and training which strengthened their campaign skills.

As a linking strategy between the regions, WE4L used gender audits to provide evidence for future advocacy:

Jordan for the first time in 2018 conducted a participatory gender audit (PGA) for the Central Bank of Jordan (CBJ). The PGA found that the more experienced an employee the less discriminatory they are

towards female co-workers. Female participation in leadership at the **CBJ is 33%** - lower than it should be given that women constitute half of the employees, an area WE4L intends to work on in 2019. The Lebanese Association of Democratic Elections (**LADE**) conducted a participatory gender audit for **Lebanon** as did the Zambia National Women's Lobby who audited public

and private institutions in **Zambia**, in **Malawi** the role of women in civic organizations was explored in terms of actual numbers and obstacles to leadership.

2019 we intend to explore common findings and trends and produce learning and a linked WE4L response across the 5 countries.

Outcome area 5: Improved preconditions for women's rights and gender equality

We note that a number of institutions have worked to support improved preconditions for women's rights:

Following WE4L engagement in Mzimba, Rumphu and Nkhatabay districts of **Malawi** chiefs, development committees, male champions and religious leaders have been actively sensitizing communities on the benefits of women leadership and participation. For the first time in 2018 5

Traditional Leaders (Chiefs) invited 8 female aspiring Local Government Councilors to attend the bi-annual review meetings organized by Towwirane. Opinion leaders have become gender advocates, encouraging communities to vote for women as councilors in the upcoming elections.

In **Zambia**, in December 2018 the Women's Caucus in Parliament invited Hivos and partners to review

and co-ordinate 2018 Annual Plans, in order that the MP's could use their influence to advocate for policy change which favors women and more women in leadership. The Zambia Congress of Trade Unions has also started work to review and revise their gender policies – something they directly attribute to engagement with WE4L.

Changing contexts

WE4L's operating context experienced some changes in 2018, some which required programme adaptation:

Policy Changes

The UN's Human Rights Council discussed **Jordan's** third Universal Periodic Review (UPR), a key recommendation included pursuing policies to support improved participation of women in political life.

The announcement of the new monetary policy in late 2018 by Zimbabwe's Ministry of finance pushed women in **Zimbabwe** who make up the majority of the

economically challenged even further down the poverty scale, potentially leaving fewer women motivated to pursue roles in leadership over immediate financial needs.

Political Violence

Jordan and Zimbabwe both experienced unrest in 2018: In Jordan public demonstrations broke out against proposed income tax changes. The protests resulted in the resignation of Hani Al-Mulki's

government and the formation of a new government under Prime-Minister Omar Al-Razaz. Zimbabwe was rocked by political violence following the August 2018 elections and has remained volatile. Civil

society has been blamed for orchestrating the demonstrations leading to these clashes making it more difficult for partners to do their work on the ground. There has been increased military presence,

scrutiny and stricter pre-activity assessments. In response WE4L has at times been forced to tread more carefully and reduce visibility where contentious issues were involved. **Malawi** had several incidents of

political violence in late 2018, 13 of these against females contesting in the 2019 Tripartite elections: Verbal abuse, physical violence, arson and attack on property were all reported. WE4L responded by

engaging with political parties on the need for violence free elections, and coordinating response efforts with partners and other stakeholders under the National 50-50 programme.

Challenges

Partnerships: The MTR highlighted the need for WE4L to strengthen the women's movement, and since its publication we have seen some improvements with conscious effort to coordinate and strengthen networks to increase impact, although challenges periodically emerge. A common trend across countries has been for additional donor funds to be made available pre-elections. Challenges have also emerged from other stakeholders, one Agency for example has attempted to either adopt WE4L led innovations (particularly the Women's Manifesto's in Zimbabwe and Malawi) or claim credit for our work. In Malawi they placed a pictorial newspaper insert of its work including images of the Women's Assembly, despite this event being solely funded by WE4L, Oxfam and

to a lesser degree Action Aid. This makes branding and visibility all the more important.

Patriarchy: The patriarchal values of all five countries continue to hinder women's participation. Men continue to be more economically sound and prevailing cultural and religious norms reinforces this imbalance. Women are taught to confine themselves to submissive roles and are discouraged by their families and community members from attempting to assume leadership positions. Whilst WE4L is demonstrating some significant successes, overcoming these deeply embedded norms and values is a large task, which requires massive reach and significantly longer than 5 years.

Retention Vs Mentorship: The TOC's assumption that all women act for the common good has been tested. It sometimes proves challenging to convince women – particularly in the political arena to mentor and support others. In Zimbabwe and Malawi some established female politicians have openly refused to support women whom they perceive as competitors, and 'may cost them their seats that they are trying to retain'. In Zimbabwe there were cases of women de-campaigning others to ensure their own victory. Despite these challenges examples also exist of women supporting each other even across party lines. We build on these examples and actively pitch the benefits of co-operation in support of a common cause.

Lessons Learned

Significant learning emerged in 2018, and MTR conducted by Frontier Consulting consolidated this learning, whilst raising some questions. The MTR emphasized the need to be more active in learning and thought leadership. Thus in addition to strategy revision to create cross learning and linkages across the regions (as reflected in the 2019 Annual Plan) we also commenced recruitment of a Monitoring Evaluation and Thought Leadership Officer. Other strategies initiated based on MTR findings have been highlighted throughout this report.

WE4L was developed with several common strategies for implementation in 5 diverse countries which despite their diversity have many commonalities: All 5 countries also have markedly youthful populations, the **Jordanian Youth Camps** and work in **Zambia in Universities** and mentorship programs seek to capitalize of this and develop leadership skills in younger generations: Aside from standalone strategies to promote youth leadership WE4L will continue to mainstream work targeting youth across many of its strategies

WE4L targets all echelons of society from powerful politicians and State President's down to grass roots rural communities living in poverty. The media may both be powerful ally spreading powerful messages to galvanize support for women but also potentially misogynistic and harmful messages. Our media engagement work is therefore a continuous process, whilst we have strong allies in the media, stories that perpetuate gender discrimination do slip through the net.

Conclusions

2018 was a year of intense activity for WE4L - elections in Zimbabwe, and Lebanon, pre-election build up and tensions in Malawi added to the pace of work. Political violence and economic uncertainty affected all countries but had most impact in Zimbabwe and Jordan, making for a tense operating context. Yet, 2018 was also a reflective period in which important learning took place, and lessons were consolidated. This process started internally but was concretized by the publication of the MTR which provided important

recommendations for programming but found the premises of the TOC to be still relevant.

WE4L continued to build solid results against each outcome area. As always, some results seem bigger than others – a real commitment from the Zambian government to explore quota systems; Lobby meetings with State Presidents; Significant media reach and visibility in all countries; Other results appear smaller and incremental, teachers promoted after WE4L reached

out to school authorities, female students elected to Unions, women given voice and increased agency. Big or small, we believe that all these stories represent positive change and pathways towards WE4L's long term goal: That women have equal opportunities and capacity to fully participate in political and societal decision-making processes. How we are progressing this journey in 2019 is further detailed in our approved Plan for 2019.