



2022 ANNUAL REPORT

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1: Introduction

This report captures the accelerated progress realized in year two of We Lead. Having launched the programme at the height of COVID-19 in 2021, a lot of activities in the first year were done virtually with country teams being unable to physically connect on various platforms. With the effects of COVID-19 beginning to subside in 2022, more physical connection happened as exemplified by in-person global planning, linking and learning meetings, training and capacity strengthening sessions and participation in key global advocacy events. These in person activities created opportunities for more connecting and bonding among the teams which created a sense of belonging and enabled the teams to build solidarity on various issues. The report also captures results realized by the key stakeholders including the consortium partners, the host organizations, the communities of Action as well as key policy makers with whom we collaborated throughout the year. It examines the numerous activities that were undertaken within the year, the gradual changes that have begun to emerge in the programme as well as areas that we hope to grow into and build on. The report further analyzes the difficult operating context that not only continues to challenge our ways of working but also our creativity as well as sharpens the many innovative approaches that we have adopted in the past year. Key among those being adaptive management and entrenching the principles of meaningful engagement and local ownership. The results are outlined against the key programme benchmarks including: programme management, lobby and advocacy, communication, capacity strengthening, linking and learning, monitoring and evaluation, safety and security. Also highlighted in the report are lessons learnt, good practices, sustainability and cross cutting issues.

2: Context Analysis

In 2022, We Lead saw a shift in the operating context across all countries from what was in 2021. Although the effects of COVID-19 abated, most of the countries continued to experience economic challenges, shrinking civic space and criminalization of our rights holders. The year began with a global crisis in February when the ongoing conflict between Russia and Ukraine escalated into a full-blown war resulting in massive disruptions of the global supply chains. This has resulted in an ever-rising cost of living (food and fuel costs) and hyperinflation in all We Lead countries. Although governments have adopted various measures to deal with the financial crisis, the World Bank has warned that some of the measures taken by Central Banks such as increasing interest rates could plunge the world into a global recession. This situation paints a gloomy picture for the program and has heightened vulnerabilities among some rights-holder groups with some countries experiencing more severe consequences.

In Lebanon for example, the financial crisis had begun before COVID-19 and continued to deepen in 2022 further deteriorating the human rights situation in the country. The UN reports that, more than 80 percent of the country's residents did not have access to basic rights, including health, education, and an adequate standard of living, such as housing and electricity. Further, Human rights Watch reports that the Lebanese pound has lost 90 percent of its value since October 2019, eroding people's ability to access basic goods. Fuel shortages have caused widespread electricity blackouts, lasting up to 23 hours per day. In a country where alternatives such as private generators are also costly, the citizens have had to contend with prolonged periods of darkness. The Lebanese government also removed or decreased subsidies on fuel, wheat, medicine, and other basic goods, but failed to implement an adequate social protection scheme to shield vulnerable residents from the impact of steep price rises. Marginalized communities, mostly We Lead target communities, including refugees, people with disabilities, migrant workers, and LGBTQ people have been disproportionately impacted by this lack of protection.

Generally, cases of state sanctioned homophobia and transphobia continued to be reported in most of the We Lead countries including Uganda, Kenya, Honduras and Niger, among other countries. The impact of shifting civic space was felt by We Lead Communities of Action (CoAs) with tactics such as increased state scrutiny of civil society organizations being applied to frustrate and de-legitimize them. In Uganda, the government suspended the operations of SMUG, a member of the CoA that works with rights holders who are LGBTI while in Kenya a brutal murder of a non-binary lesbian in Karatina was witnessed. In Honduras Co-option of activists in the new government has created a gap in the feminist movement while in Guatemala, two COA members experienced transphobic attacks.

The global impact of climate change has been felt in the programme countries. In Niger, Guatemala and Honduras, populations were displaced and some of the programme activities were canceled due to prolonged rains that resulted in flooding. In parts of Kenya, communities fled their homes due to raging drought and famine resulting in displacements of some of the communities. While efforts were made to strengthen local voices in the discourse on climate change, the approaches have not necessarily reflected an intersectional approach. Further, the widespread opposition to SRHR signals an urgency to further intensify sustainable investments in the SRHR movement to respond to emerging challenges and barriers in the context of rising fundamentalism, shrinking civic space, growing disconnect between policy and practice, persistent patriarchal systems that shape social norms, increasing stigma on girls and women's bodily autonomy, and relegation of responsibilities by duty bearers. Notwithstanding these challenges it is noteworthy that some shifts are happening in some regions where regional blocks such as the Southern Africa Development Community (SADC), the East Africa Community (EAC) and Economic Community of West Africa States (ECOWAS) have strengthened their commitment to Sexual and reproductive health and rights (SRHR) as a priority. These have presented an opportunity to engage in increased investments in SRHR and implement programmes that will allow our rights holders to achieve their full potential for the development of the region.

3: Programme Management

Having done much of the preparation work in 2021, most of the programme structures were in place in 2022 including: the Communities of Action (CoAs,) their staff, the host organizations, the consortium staff, the governance, and coordination structures, and the policy frameworks. Thus 2022 became a year of accelerated implementation of all the components of the programme presenting many opportunities, lessons and challenges.

The Working Groups were operational with regular meetings being conducted by the global, regional and country coordination teams to ensure seamless coordination across the consortium and the programme. At the global level, the Global Coordination Team comprising representatives from the consortium, met twice per month ensuring improved communication and coordination and making the joint strategic decisions on programme activities. The Global Management Team, made up of Hivos staff, met biweekly to keep an eye on critical issues regarding programme implementation and management. In the meetings strategies, weaknesses and strengths of the programme were reviewed and decisions made on how to improve.

The Capacity Strengthening, Advocacy and Communication, Safety and Security, DMEL, and Finance working groups, held monthly meetings to prepare and follow up on operational issues within these benchmarks. The meetings allowed not only for conceptual and strategic discussion but also addressed challenges related to programme implementation.

At the regional level, the Regional and Country Coordination Teams, made up of consortium members, CoA facilitators, Hosts and rights holder staff, continued to work collaboratively although they functioned better in some regions than others. In Latin America and MENA, weekly or biweekly meetings were held depending on the

needs. During the meetings, the situations of each CoA and their contexts were analyzed in a bid to address the critical situations, create synergies and harmonize the joint work plans.

The Communities of Action successfully implemented their Action Plans in all the countries despite the challenges related to the context and internal organization. They found their own rhythm and achieved between 75% and 95% of their plan. Lebanon, Niger and Mozambique experienced additional challenges with Host Organizations. Despite being assessed before being selected, they did not meet the standard of administration and accounting necessary to manage funds effectively resulting in delayed contracting and frustrations among the COAs. Despite efforts by Hivos to strengthen the necessary capacities, the situation did not improve and resulted in three Host organizations being disengaged.

The COA Facilitators started the year with great energy and enthusiasm. However, the large number of activities in their Action Plans, the consortium member plans, and emergency activities occasioned by the changes in context, generated an overload of work. This was compounded by the fact that the facilitators are the link between the Host Organization, Hivos and the consortium organizations. To address the challenge, Hivos began an analysis of the role of COAF and their link with the HO with an aim of harmonizing their work, improving coordination with CoAs and focusing on their well-being. This process is ongoing and will continue to inform the management of COAF and their link to the programme actors.

With regards to Hivos Staff, the year began with all positions filled. They were well inducted and trained about We Lead and its outcomes and were rearing to go. Towards the middle of the year, a series of changes and challenges were experienced that occasioned delayed implementation and development of the activities. Additionally, some of the Host organizations had not met the expected standards (despite being assessed before being selected) and that led to heavier involvement of Hivos and capacity strengthening than expected. This translated into more work which caused frustration among the staff. It also brought to the fore the span of control and workload for the

PM position which was evidently a lot as the PM was managing most of the project staff, internal project operations, as well as coordinating the consortium and external relations with stakeholders. All this had an impact on the work of the staff and eventually led to the departure of some of them including; the Security and Security specialist (S&S), the Programme Manager (PM), and the Finance Manager (FM) and Communications Manager. Faced with this challenge, Hivos quickly acted and replaced the positions with other staff on an interim basis to ensure continuity.

Additionally, Hivos reorganized some of the positions creating some new and adding staff time on others in a bid to balance the workload and ensure that the team is not overwhelmed. One key position that was introduced was a Deputy Programme Manager position that works together and in a complementary way with the Global Programme Manager and Finance Manager in different tasks that guarantee the achievement of the Project and its objectives. We also increased working time for some positions such as DMEL and Finance officers to support the POs. By the end of the year the key positions of the PM, the FM and the S&S specialist had been filled.

The Steering Committee is made up of Directors or senior leaders from the consortium partners, and three rights holders from Uganda, Lebanon and Guatemala representing each region. In 2022 two steering committee meetings were held: an in-person meeting in June in Kenya, and an online meeting in December. During the June meeting, the SC deliberated and gave strategic inputs on the safeguarding policy and communication guidelines. In December, they reviewed the status of the Safety and Security protocols and the Meaningful Youth Engagement Principles. They also approved the 2023 Annual Plan and budget.



4: Lobby and Advocacy

Intermediate Outcome 1: Strengthened CSOs are inclusive of or led by young women from four rights holder groups, and work together in a CoA to defend and promote SRHR.

We started at the height of the COVID-19 pandemic which made it difficult to undertake in-person activities. In 2022 the COVID situation eased allowing first steps towards engaging in global advocacy spaces in-person. All four rights holder groups were represented during both the International Aids Conference (AIDS2022) in Montreal, Canada and the International Conference on Family Planning (ICFP) in Pattaya, Thailand. Throughout the preparation and attendance of both conferences, capacity strengthening was a central focus of the programme. Both conferences can be seen as relatively friendly spaces, in which a large majority of participants are sympathetic to We Lead's messaging. The conferences granted rights holders a safer space to navigate such global conventions. During daily check-ins in the Hivos booth, rights holders were guided through what the day would bring and the group discussed potential opportunities and challenges.

On behalf of We Lead, six young women attended AIDS2022 and 21 rights holders attended the International Conference on Family Planning (ICFP). In the selection process, a balanced representation of all four rights holder groups was ensured. As the programme is built on the idea of strengthening voices and offering platforms, the We Lead team successfully secured speaking slots at both conferences. At AIDS2022, We Lead representatives appeared on panels eight times and six speaking slots at ICFP, including a full session during the Youth Pre-Conference. In this session, four young women with disabilities from Niger, Guatemala, Jordan and Honduras shared their experiences and statements on what needs to change.

Inclusivity of and access for young rights holders at these conferences has been a major challenge. To gain access to Canada to attend AIDS2022, only half our team was able to get visas. At the ICFP, both language translation and access for people with disabilities was a

challenge. We Lead is committed to facilitating participation for all four rights holder groups from all nine countries and is willing to take the extra steps needed to support diverse needs. In both instances, this feedback was shared with the organizers to encourage positive change in this regard and help them identify where inclusivity measures were lacking. Restless Development and Hivos arranged translation services in Spanish, Honduran sign language and French where needed.

FEMNET in partnership with Restless Development and HIVOS, hosted a week-long in-person training in Nairobi in July 2022 for the COAFs, COAs, and rightsholders to strengthen their capacity on how to conduct SRHR advocacy. Specifically, they were trained on policy advocacy skills at national, and regional, and at global spaces, gender transformative approaches, human right based approaches, and youth-led accountability. These sessions were delivered with the aim of strengthening and sharpening COAFs, COAs and RH abilities to lead on SRH advocacy. The training was also instrumental in enabling right holders and their organizations to understand the influence that they have in keeping governments accountable. The tools and skills they have gained will further help them advocate for SRHR on all levels including with: Community leaders, religious leaders, policy makers and government leaders. 40 participants from five We Lead countries Kenya, Uganda, Mozambique, Nigeria, and Niger attended the training.

Intermediate Outcome 2: The general public increasingly acknowledges and supports young women's SRHR.

When many activists from the Global South were not able to attend AIDS2022 after being denied visas, discontent was shared among a wide group of the conference attendants. We Lead took the initiative to lead the #NoVisaNoVoice campaign. This included a march in Global Pavilion with roughly 100 participants and a wave of attention on social media. Ultimately, the phrase "No Visa No Voice" was highlighted at the plenary closing ceremony and the evaluating committee of the conference organizer IAS named visa restrictions as an important element in planning AIDS2024.



COA Representatives at the Regional Advocacy Training in Nairobi. Source Restless Development

Intermediate Outcome 4: Duty-bearers increasingly design, adopt and implement laws and policies that respect and protect the SRHR of young women from rights-holder groups.

Hivos and Restless Development represented We Lead in the Montréal Youth Force at AIDS2022. Hivos co-led the Advocacy and Communications Working Group and facilitated an online consultation among youth representatives from 75 countries. These outcomes resulted in the key messages, a collective call to action on behalf of young people attending the conference: Voice, Choice, Justice.

The CoAs in Central America interacted with the UN Human Rights processes in Geneva with support of We Lead resource partner AKAHATÁ. The team in Guatemala has submitted an alternative report to both the Universal Periodic Review (UPR) and the country review at the Committee on Economic, Social and Cultural Rights (CESCR).

During the government presentation of the CESCR report, 3 members of the CoA attended this session.

The CoAs from Honduras and Guatemala interacted with the Committee on the Elimination of Discrimination against Women (CEDAW). The Guatemala team prepared and submitted a list of Issues and Honduras participated in the Country Review. Four young women from the Honduran CoA participated in the presentation of the governmental report, two of which gave an oral statement.

For 16 days of activism in 2022, FEMNET prioritized digital engagements with a variety of stakeholders including duty bearers, the content used for engagements was created by the RH and COAFs during the regional and in-country training.

In the Netherlands, Hivos is an active member of the SRHR lobby platform, a cohort of organizations vocally supporting SRHR as a policy priority for the Dutch government. The platform works with Members of Parliament in the Multi Party Initiative on SRHR including HIV and Aids. In 2022, one meeting was organized to facilitate a conversation between youth advocates from the Global South and the youth organizations of Dutch political parties. The platform also organized the visit of Global Fund Executive Director Peter Sands to the Dutch Parliament.

5: Communications

We Lead took on a visible role during the AIDS2022 and the ICFP. At the AIDS conference, the #NoVisaNoVoice campaign, a hashtag that was initiated by the We Lead team, reached over 20,000 people across platforms such as Twitter and LinkedIn. The key messaging campaign of the Montréal Youth Force was designed by the We Lead team based on an online consultation. The messaging Voice, Choice, Justice was visibly displayed in the Youth Pavilion and shared through social media, hard-copy statements and stickers. At both AIDS2022 and ICFP, Hivos hosted a booth at the exhibition area. Next to creating a safe spot for We Lead rights holders and other activists, the booths served as a space to showcase We Lead's stories and statements. Restless Development worked with rights holders attending both conferences to create a podcast on their experience at the conferences.



Rights Holders leading the No Visa No Voice Campaign at the AIDS 2022 Conference in Montreal-Photo credits Restless Development

In general programme communication, the technical partner M&C Saatchi started engagement with We Lead in 2022. In close collaboration with the CoA in Honduras, M&C Saatchi is creating a social impact campaign on comprehensive sexuality education. The developing process is currently going on and will be finalized in 2023. Meanwhile, M&C Saatchi is starting its work with the Nigerian CoA.



Instagram page by FCAM

In the Netherlands, Hivos is committed to involving audiences in women's and queer stories from around the world and creating a sense of global solidarity among young feminist audiences. In 2022, Hivos was a sponsoring partner of the Women's March, the Pink Film Days in Amsterdam, the Winq Awards for LGBTIQ+ leaders and the Queer Film Festival Utrecht. The CoA Facilitators from Guatemala and Nigeria were interviewed for Hivos' 'newspaper' towards individual donors, speaking about the impact of national elections on the work of We Lead and lives of activists. This printed publication was shared with over 15,000 homes in the Netherlands.

6: Capacity Strengthening

Capacity strengthening (CS) is a fundamental component of the We Lead programme. In 2022, the programme made strides in finalizing the CS strategy and kick-started its implementation. This included localization of the capacity assessments, both at organizational and persons (rightsholders) level to facilitate localized and contextualized CS plans. Different consortium partners undertook different CS activities embracing the principles of local ownership, feminist and gender transformative approach as well as youth leadership and meaningful engagement. Some of the CS activities undertaken within the year include the following:

Intermediate outcome one: Strengthened CSOs are inclusive of or led by young women from four rightsholder groups, and work together in a CoA to defend and promote their SRH-R.

The LILO Women training was rolled out in Uganda, Kenya, Nigeria, Honduras and Guatemala facilitated by Positive Vibes (PV). The training is designed to equip women who are already proven or aspiring leaders with the knowledge and skills needed to have greater impact and broader influence within their organizations and societies, and even more so, to excel in their role as leaders. The trained LILO Women Facilitators had the opportunity to roll out their own in-country workshops with the support and supervision of PV.

The Training of Facilitators (ToF) which is conducted through LILO Facilitated a 5-day workshop in Uganda, Kenya, Nigeria and Latam where a total of 50 facilitators were trained on facilitation skills after undertaking the LILO women training. The course unpacks the meta-thinking and processes of the LILO approach, identifies ideal skills and qualities, teaches basic communication skills, gives tips on dealing with difficult participants and provides suggestions for managing the practical aspects of facilitation.

PV also rolled out LILO Identity in Mozambique in collaboration with the Free to be Me Programme training 6 rights holders. The LILO Identity workshop is a personalized approach to exploring gender identity and sexual orientation responding to high levels of self-stigma in LGBTQ people. The workshop aims to move individuals towards a positive LGBTQ identity, a strong self-concept, and a high regard for themselves as LGBTQ individuals. The workshop had a positive impact on the LBQ rights holders in Mozambique and was an opportunity to grow the movement beyond We Lead and build relationships and networks with other organizations working on similar issues.

The Sing of Freedom (SoF) training was conducted in Kenya, Uganda and Mozambique facilitated by PV. SoF is designed as a catalyst to guide participants to consider how society works, how structures and systems and institutions regulate power, policy, law, and ultimately civic freedom and is an opportunity to reflect on the fundamental ethics of human rights. Through the workshop participants, increased their awareness of and interest in human rights, ethics, and the law, encountered an alternative framing of the law and its purpose to facilitate freedom and not to promote punishment, developed a personal concept and ideology of freedom and cultivated language and literacy around concepts of the law. The workshop served as a catalyst for the conversation on where to focus advocacy measures. A total of 57 participants were trained (Kenya 16, Uganda 16 and Mozambique 25).

Hivos facilitated a Sexual Orientation, Gender Identity and Expression and Sex Characteristics (SO/GIE/SC) Training in Kenya, Uganda, Nigeria, Guatemala and Honduras with an objective of increasing knowledge among the rights-holders about human diversity when it comes to SO/GIE/SC, creating awareness of the inclusion and intersectionality blind-spots and biases and how We Lead Programme interventions can mitigate such and provision of concrete tools to apply in practical programming and advocacy. A total of 106 programme participants were trained.

Restless Development organized COAF leadership development training, linking and learning

The 1:1 call with Restless Development helped to make me think about my leadership goals and how to be the best leader for my COA. My 1:1s helped me appreciate my efforts and made me feel part of a team that cares about me as an individual and as an employee. Verbalizing and writing my work and challenges point by point was very cathartic as it reduced heavy negative emotions down to a few words that characterized a challenge that is definitely going to be resolved. The process made mountains feel like simple hills." (*Nour Nahhas, Lebanon CoAF*)

workshops, and enhanced coaching and support structures. An accompaniment plan for the CoAFs included individual 1:1 call, quarterly global calls, induction into inclusive facilitation, and regional check-in calls to support their leadership development: Throughout the year, 40 virtual 1:1 calls with nine CoAFs were conducted, supporting them in realizing their individual leadership goals. Three regional and three global calls with the nine CoAFs were also done, creating a space for them to reflect on their successes, share challenges, and co create leadership solutions. These calls resulted in increased confidence to lead the CoA, improved coordination, planning skills, and a more proactive and assertive approach when working with partners and stakeholders.

The Leadership Bootcamp: Restless Development organized a Leadership Boot Camp in Uganda where the CoAFs used the safe space as a linking and learning space to connect, collaborate, and explore leadership approaches together. They shared different leadership approaches that are influenced by feminist principles, and discussed how leadership development can be strengthened within the COA. Key results included 80% increase in knowledge levels regarding essential leadership skills like transformative leadership, value-based leadership, feminist leadership and 360 leadership and 70% increase in skills such as conflict resolution, effective communication, and how to use social media to campaign and advocate for change. This

"I am no longer who I was when I joined the We Lead Project as a COAF. I have gained so many leadership skills and have more confidence now to lead the Mozambique COA (*Aldovanda Theodosio Djive, Mozambique COAF*).

enhanced personal and professional growth among the COAFs demonstrated through better team collaboration, increased productivity, and better problem-solving skills. The Boot Camp also provided an opportunity for the CoAFs to co-create solutions to key operation and Programme delivery challenges. Through

"After this training, I need to step out as leader, become very democratic but also become directive where required, for example setting timelines for the planning process. "I have become more confident in my work as a young leader. I have been able to share my fears, experience and also learn best practices in communication and problem solving" (*Fisayo, Nigeria COAF*)

"I really would like the COA in Guatemala to remember me in a positive way. I will apply assertive communication in my role as a leader for this to happen", COAF, Guatemala

the feedback loop led on by the rights holders, these key issues were discussed in the steering committee, recommendations were endorsed, and additional strategic guidance was provided.

Rightsholders voice in the Governance of the consortium:

Restless Development supported the rights holders in the steering committee to lead the co-creation of the Meaningful youth engagement principles. These Principles were developed by the We Lead consortium with rights holders from all the We Lead countries defining how the We Lead consortium meaningfully engage rights holders in the Programme at all levels. This resulted in the rights holders feeling empowered and supported to fulfill their leadership roles.

Restless Development also supported the development and roll out of Meaningful Youth Engagement Scorecard. The scorecard is being used to measure how the programme is working with youth and rights holders. Data collection was completed with 85% response rate. Rights Holders are being supported to consolidate the findings to be discussed with the CoAs, GCT and SC - to co-create solutions to the identified gaps, and learnings.

Coaching and mentorship: Restless Development supported the pairing of the rights holders with directors in the Steering Committee for ongoing mentorship, aimed at building their governance and

leadership skills. The mentorship programme and RD's accompaniment resulted in strengthened leadership skills gained by the rights holders.

Youth Led Research Training (YLR): Restless Development conducted 8 training sessions on the Youth Led Research methodology, reaching 171 participants from eight COAs;. Key highlights of training outcomes include the following:

In Niger, there was increased confidence and skills among 90% of the participants in using the YLR methodology. The results showed an overall 65% increase in knowledge on the practical tools they can use to collect data from their peers in safe and accessible ways.

In Nigeria, the pre-assessment findings showed that out of the 26 participants, only 7 had knowledge of youth-led research. In the post evaluation twenty-one (21) participants were knowledgeable enough to teach others.

In Jordan, the number of participants who knew about the YLR methodology increased from 32% to 42.9%, and overall, 47.6% of the participants felt confident to transfer the skills to other CoA members and their organizations.

Youth Led Accountability Training (YLA): Restless Development conducted 4 training sessions for 30 rights holders in Guatemala and Honduras. According to the pre/post training analysis, 100% of them mentioned having learned something new, and 8 out of 15 in Guatemala reported increased knowledge to transfer the skills on YLA methodology to the rest of the CoA, and their organizations compared to 0 in the pre-assessment. As a result, the COA started its accountability strategy and has a working group that follows up on its implementation. The Guatemala CoA utilized the YLA wheel to plan their annual advocacy efforts effectively, and those who were reluctant to pick it up in 2022 have all added the youth-led accountability methodology into their 2023 plans.

Meaningful Youth Engagement (MYE) training: Restless Development conducted 4 training workshops reaching out to 98 CoA members on the MYE principles (29 in Niger, 26 in Nigeria, 12 in

Mozambique, and 31 in Uganda). Key highlights on training outcomes include the following:

- In Niger, at pre-assessment, 76% of the participants didn't know anything about MYE while 18% knew a little bit about it. At post assessment, 59% of the participants felt confident to transfer the skills on MYE to other members in the CoA and to their organisations as compared to the 0% at pre-test.
- In Uganda, 73% of the participants didn't know anything about MYE while 12% knew a little bit about it. At post assessment, 28% of the participants could transfer skills to other CoA members and their organizations as compared to the 0% at pre-test. While 48% of the participants knew enough about meaningful youth engagement as compared to the 12% at pre-test.



We Lead Training in Mozambique: Photo Credits Femnet

- In Mozambique, at post assessment, 55% of the participants knew enough about meaningful youth engagement as compared to the 11% at pre-test, and 30% of the participants could transfer skills on MYE to their CoA members and organizations as compared to the 0% at pre-test.

Virtual global Leadership labs: Restless Development facilitated

"I learnt how I can effectively prepare to engage in decision making processes. I also managed to appreciate my strengths and take pride in the work I do as a young leader. This has influenced the power with which I engage different groups of stakeholders. Through the mentorship by Restless Development, I was introduced to other youth leadership spaces such as the Youth Collective leadership lab where I shared my ideas and knowledge widely with other rightsholders (Ruth Awori, Rightsholder in the Steering Committee).

three virtual global leadership labs with 102 youth CSOs that are members of the Youth Collective. The leadership labs provided safe, inclusive and peer led spaces that connected youth

civil society members to share their leadership skills and tools through interactive, online sessions. Key topics included: how to mobilize resources effectively, led by the West African Civil Society Institute, how to create effective adult youth partnerships to advance issues affecting young people, in partnership with Help Age and Youth Coalition. Ideas were also shared on effective advocacy strategies to make education work with Unlock the Future and Scouts in the build up to the Transform Education Summit that was held in New York at the UNGA Summit in September 2022.

Through the labs, CoAs joined discussions on intersectional issues affecting young rights holders and provided a space to share ideas to adopt a collective approach. CSOs attained practical tools to mobilize for additional resources effectively, how to navigate adult-youth partnerships to be successful in their advocacy efforts and helped shape ideas on lobbying the UN, governments and relevant stakeholders for better education, including sexual rights education for all.

Physical leadership labs: In MENA, Restless Development facilitated the physical leadership lab during the MENA convention and brought together 14 CoA organizations from Lebanon and Jordan to discuss, SRH-R and women with disabilities, Period Talk: myth debunking intersectionality, and sexual violence against migrant domestic workers in post-crisis Lebanon. The MENA convention resulted in a

strengthened network of diverse COAs uniting to champion sexual rights for Rightsholders in the MENA region.

In Latam region: Two physical leadership labs were held in Guatemala and Honduras, bringing together fifteen (15) Youth CSOs and offered opportunities for connection and learning. These labs provided a stronger voice to young rights holders in the region, through the creation of art products and the conversation around them. The Rightsholders also had a chance to strategize and redefine the way they do activism and advocacy as well as shaping a more intersectional and intergenerational feminist movement. In Guatemala, young rights holders who had never had a chance to discuss their HIV diagnosis were able to put into words their experiences and see themselves as leaders in their communities.

In advocacy FEMNET partnered with Restless Development and Hivos to host a week- long in person training in Nairobi in July 2022 for the COAFs, COAs and rights holders to strengthen the capacity on different practical and theoretical components, that sought to equip the participants (young women and girls with disability, HIV, affected by displacement and are marginalized due to their sexual orientation) from the 5 African countries (Kenya, Uganda, Mozambique, Niger and Nigeria), with core skills essential for effective gender-transformative advocacy strategies at the local, regional and global levels. A total of 40 participants were trained. Following the regional training, the COAFs and rights holders developed in-country advocacy plans and strategies which were conceptualized and actualized during the in-country training.

In June 2022, FEMNET conducted a training for young women led organizations in 5 Countries to map out country level instruments (Maputo Protocol, Sustainable Development Goal (SDGs), Beijing Platform for action (BPfA) and Specific African Union (AU) Campaigns). The 10 young women rights holders from We Lead African countries were part of the young women who developed country specific communiques and outcome statements which they will use to hold their governments accountable on SRHR policies. They also attended

FEMNET's annual 2nd girl festival in Accra Ghana under the theme #ISpeak4Myself.

Between September and December 2022, FEMNET implemented the in-country advocacy training in 4 of the 5 We Lead target countries (Mozambique, Niger, Nigeria and Kenya). FEMNET enhanced and strengthened the COAFs and rights holders at national level to specifically assess the commitments and obligations on SRHR, the extent to which the current national frameworks include the Maputo Plan of Action (for the Operationalization of the Continental Policy Framework for Sexual and Reproductive Health and Rights) and other key SRHR Policies in the advocacy spaces. A total of 83 participants (20 in Mozambique, 13 in Niger, 25 in Nigeria and 25 in Kenya) were reached through in-country training.

In LATAM, FCAM facilitated a space for dialogue between the organizations of Guatemala's CoA to assess any progress and/or setbacks in terms of laws, social narratives, the programme, and the representation of the four groups of Rights Holders (RH) so they may make their voices heard in matters of sexual and reproductive rights. Throughout the process, private conversations arose for each rights holder.

Intermediate outcome 2: The general public increasingly acknowledges and supports young women's SRH-R.

FEMNET, trained 10 young women media professionals from Women Rights Media CSO's in Africa (2 media professionals from each country) on understanding and reporting on SRHR and Maputo protocol. FEMNET also developed IEC materials during the Girls Festival, the regional advocacy training, during the International Conference on Family Planning (ICFP) Conference and during the in-country Advocacy training with an aim of sensitizing and creating awareness of the We Lead programme. In addition, FEMNET in partnership with Outright documented the voices of We Lead COAFs and rights holders to amplify the discrimination they face as sexual minorities (<https://youtu.be/GYwsuqulJcw>)

Intermediate outcome 3: Health service providers are more aware of the SRH-R needs and situation of rightsholder groups, and increasingly provide accessible, comprehensive, high-quality, inclusive, and respectful SRH-R information and services.

Comprehensive Sexuality Education: In July 2022, MARSa facilitated a training on Comprehensive Sexuality Education touching on the topics such as menstruation, STIs, Menopause, Polycystic Ovary Syndrome (PCOS), and Contraceptives to the CoA in Jordan and Lebanon. After the training, the CoAs reported to have been able to use the knowledge they gained to strengthen the capacity of rights holders and beneficiaries within their organizations. Some CoAs have established a collaborative relationship with one another and have conducted joint training in communities where the concept of intersectionality has been emphasized (for example Y-PEER (working with youth) held educational sessions with Ibni (who work with persons with disabilities).

Training of healthcare providers: In November 2022, MARSa delivered a Healthcare Providers workshop that targeted around 40 healthcare providers from different medical backgrounds. The objective of the training was to help healthcare providers understand the needs of rights holders and train them on how to provide better accessible services without stigma.

Intermediate outcome 4: Duty-bearers increasingly design, adopt and implement laws and policies that respect and protect the SRH-R of young women from right holder groups

PV rolled out the LILO Inclusion ToF and supported in-country roll out through supervised workshops in Uganda, Mozambique, Niger and Nigeria. LILO Inclusion workshops help strengthen the capacity of organizations to collectively advocate with and for young women and in influencing attitude change by decision-makers and duty-bearers, to make them more responsive to CoAs' advocacy asks. A total of 52 facilitators were trained (Uganda 8, Mozambique 8, Nigeria 16 and

Niger 20). PV has also been pivotal in establishing and supporting the LILO facilitators' community of practice (CoP).

The LILO methodologies have been translated into Pigin English, French, Spanish and Portuguese and contextualized. The LILO methodologies are also undergoing review to ensure inclusion of all women with disabilities irrespective of the impairment. A task team with representatives from Honduras, Guatemala and Nigeria has been established to review the manuals to create alternative exercises for facilitators to use. In addition, a new methodology LILO Voice was piloted and the CoAF facilitators from Mozambique, Kenya and Nigeria were invited to attend and give input on how the workshop could be integrated into We Lead and used as an advocacy tool.

FEMNET supported regional level dialogues and advocacy with duty bearers for improved laws and policies and / or their implementation. Six members of parliament (MPs) from the East Africa Legislative Assembly (EALA) were supported to attend the East African Community (EAC) SRH Bill Public Hearings in Uganda whose objectives were to obtain information, expert opinion and alternative perspectives on the EAC SRH bill and to inform the public of the relevance of the bill and to present an opportunity for the public to contribute towards improving the proposed EAC SRH Bill, especially regarding disability, comprehensive sexual education, consent and inclusion.

Some reflections from some of the sessions conducted by PV:

"What remains in my mind also is that the advocacy plans fit very well in the methodology and will resonate with many of those who will come across this in depth LILO methodology."

"I will use my voice for change within family to ensure there is support and inclusion of my diversity."

"I feel the need to empower more of my community members so as we can have an amplified voice."

"I intend in starting with encouraging diversity and inclusion of LBQT persons within the movement. This will be advanced through dialogues, conversations."



COAFs and Restless Development team during the Leadership Bootcamp in Uganda, 2022-Photo credits Restless Development

7: Linking and Learning

Linking and learning has remained a critical component of the programme with different consortium members and other programme stakeholders making efforts to come together for learning. In December 2022 MARSA & RD organized a linking & learning Convention which brought together the CoAs from Lebanon and Jordan to build on each other's experiences, knowledge, connect, and move the SRHR agenda in the MENA forward. The convention was a space that allowed for everyone to meet in person and bring to life the amazing work they have all been doing.

In LATAM, FCAM facilitated Binational Gathering for the Right to Choose between the organizations of the COAs in Guatemala and Honduras to assess any progress and/or setbacks in terms of laws, social narratives, the programme, and the representation of the four groups of Rights Holders (RH) so they may make their voices heard as regards the right to choose.

In Africa, PV conducted a learning visit to Kakuma and Dadaab refugee camps to better understand the We Lead implementation landscape in a refugee context. The visit was informative and helped contextualize the intended implementation for Women affected by displacement. It was evident from the visit that many of the rights afforded to women affected by displacement are available but are not accessible. A short documentary of the visits is being developed and will be used for advocacy for these rights holders.



8: DMEL and Research

Engagement and equipping of Country DMEL focal points

The year 2022 focused on building strong foundations within the consortium, countries and local organizations DMEL cohort through capacity strengthening. During the first quarter, appointment and formal engagement of the country DMEL focal points for all the countries was done. During induction, a participatory session on capacity strengths and gaps was conducted where each of the DMEL focal points gave an indication of their strengths (what they bring to the team and gaps they would need capacity strengthening on. Based on that participatory assessment, several capacity strengthening sessions were conducted that included quantitative data collection and management, Outcome harvesting and how to facilitate a reflection and adaptive management session. Cross learning was encouraged among the focal points e.g. the Kenya DMEL focal point helped with training the MENA region DMEL focal points. All the training the DMEL focal points received was in turn transferred to the DMEL and Project officers at the local organizations.

Data capture and management

Capturing the right data is paramount for the We Lead programme, during the reporting year, a few questions on data collection, disaggregation of data, consent on training and collection of data from minors was discussed in the DMEL working group. A few resolutions that will guide the countries were arrived at. Hivos as the Lead shared generic templates for data collection and asked the countries to contextualize while taking into consideration templates that already exist with the local organizations.

Research

a) Youth lead Research

The youth led research training led by Restless Development aimed at increasing capacity of the COAs to capture key insights on the issues that matter most to them. The trainings focused on ensuring that rights holders ask better questions in designing the research framework, capture better data through the youth led research processes and generate better insights in rights holder-led, meaningful data analysis sessions. In 2022, eight training sessions reaching 171 participants from eight COAs; including 13 from Jordan, 15 from Guatemala, 16 from Honduras, 29 from Niger, 26 from Nigeria, 12 from Mozambique, 29 from Kenya and 31 from Uganda.

As a result of the training rightsholders in Lebanon, Guatemala, Mozambique, Uganda and Nigeria used the knowledge to lead research on "Sexual health and rights advocacy in the face of Covid-19". Key findings were launched virtually, attracting 75 participants from nine programme countries. The 4 COAs in Nigeria, Uganda, Mozambique and Kenya developed action plans in response to the research findings. In Honduras, the rights holders integrated the youth-led research methodology in their work and took the lead in conducting research on SRH-R violations in their country and they are currently in the process of finalizing their report to be launched in the first quarter of 2023. The report will serve as a crucial tool in the COA's advocacy efforts, enabling them to effectively influence policy decisions and programming on Sexual Reproductive Health and Rights (SRHR) in Honduras



Nigeria COA during Youth -led research training

b) Local ownership:

Preparations for the action led research on local ownership were completed during the reporting. The Host organization for KEN was consulted to ensure that the study is inclusive and takes into consideration the local context and organizations. The main question for the research will be to understand How can CoAs be an avenue for realizing local ownership in rights-based programming? The data collection process which will be integrated with the activities of the COA will look at understanding of local ownership in our alliances and CoA organizations, implications (or risks) of local ownership to rights holders and local partners, the role rights holders play in CoAs, in which spaces, directly and indirectly, How the COA set-up, structure and processes designed and changed over the first year based on lessons regarding influencing local ownership for Rights holder and the implications for foreseen roles and changes therein for local organizations, role of Hivos in Local ownership and challenges that emerge and what ways of addressing these can be identified.

Reflection and learning for adaptive management

In advocacy work, adaptations of plans, targets and strategies is a normal requirement. The context in which we work and the relations we develop and maintain are not static but change over time, sometimes abruptly and unexpected. To remain effective, We Lead therefore conducted reflection and learning sessions across all countries to understand what works and how it works and a premise for adjusting the TOC as a basis for learning. To ground the we lead principle of local ownership, the adaptive management process included participation of all stakeholders (COAs, rights holders and consortium members)

The reflection and learning for adaptive management sessions aimed at answering the following three questions i) What do the monitoring results mean for our Theory of Change?", ii) What insights have we gained on the validity of our Assumptions in the Theory of Change? iii) If this has changed in the context, should we then rethink our intervention strategies in the Theory of Change?" This was done through the following building blocks.

a) Monitoring results

The process involved bringing together all the monitoring data on what was achieved so far (from outcome harvesting and quantitative data or other monitoring tools) and organizing the data in a way that helped collective reflection and learning to generate insights about what works or not, why, and how. The sense making process involved mapping of the results against the desired outcomes in the country theories of change.

b) Updating of the context analysis

This process involved identifying possible trends and signs about emerging shifts picked up in each country's operating environment, followed by analyzing and collective sense-making of possible implications to the localized Theory of Change. The session answered the following key questions i) Has the context changed in ways that require adaptations of (parts of) the country Theory of Change? ii) How and which adaptations/revisions?

c) Learning agenda

Though the countries had not prepared learning questions, the country teams took time to deliberate on the relevance and validity of components of their Theory of Change, such as, the pathways, and assumptions, emerging risks and the impact they have on the programme.

d) Revision of the TOC

Armed with results from the three steps above, the revision of the TOC aimed at answering the following question: Does the ToC with its building blocks look relevant, doable, and efficient, also to the partners? What needs to be changed, omitted or included and why? The country teams took time to reflect on what needs adjustments on the TOC including priorities that they will focus on in 2023.

e) Capacity assessment and development

In view of the revised Theory of Change, the teams reflected together on what capacities they have and would need developed to implement more effectively and efficiently. These findings were shared with the capacity strengthening team for inclusion in the country capacity strengthening plans

f) Annual plans

Based on the revised TOC, the operational plan for 2023 was developed.



9: Safety and Security

The rise of fundamentalism, anti-gender movement and state sanctioned homophobia and transphobia remained key security threats to our right holders in most of the countries. In Africa, increased conservatism was witnessed in Niger in the form of published stories on LGBTIQ issues in the local daily resulting in hostilities and inability for FEMNET and Positive Vibes to conduct an in-country scheduled training. In view of the fact that the anti-LBTQ rhetoric in Niger has a ready audience and poses a risk to we lead staff and partners the programme responded by revising programme documentation and communication to contextualize them to read "Discriminated social cultural groups or sex workers" in place of LBTIQ. We also took a low profile by limiting the number of organizations working with LBTIQ persons in the country. Out of the 12 partners being contracted in Niger, only one organization is targeting "sex workers" the rest are targeting the low-risk cohort of right holders. Additionally, a training that was planned by FEMNET was shifted to Nigeria while Positive Vibes conducted their training in Namibia to guarantee the safety of right holders.

In Kenya, the political context was a major concern where the general election created an environment of uncertainty with many citizens fearing a repeat of 2007 post-election violence situation. We supported the COAs and right holders in undertaking regular security analysis and developing election preparedness security plans that they worked with through the elections and post elections period. The safety and security officer worked closely with the program officers to create a communication platform on Signal. Through this platform, communication on security incident was done in real time and swift action taken when required. This platform has also offered an avenue for peer learning and exchange of ideas with regards to safety and security based on the various contexts around the globe.

In Uganda there were targeted attacks on LGBTIQ persons and arrest of a paralegal who was offering legal Aid and suspension of the operations of one of the COA members that works with LBTIQ rights holders. This created an environment of fear that prevented FEMNET

from implementing the in-country advocacy training. With the support of security focal points, the programme responded by undertaking security and context analysis and preparing corresponding response plans for each of the issues. HRAPF, a We Lead grantee working closely with security focal points, secured the release of the paralegal.

In Honduras, four security incidents were reported two related to cyberattacks while the other two were physical violence, one in street actions and the other involving transgender women, as a form of revenge after the Inter-American Court of Human Rights condemned the Honduran State for the death of Vicky Hernández, a transgender woman who was murdered. at age 26 during the 2009 Honduran coup.

In Guatemala the State has strengthened different mechanisms through which it seeks to paralyze social movements, including the use of violence, the generation of fear, intimidation, criminalization, and even illegal persecution through criminal proceedings, defects or imprisonment of defenders, mainly young women, indigenous people, peasants and expressions of the student movement. These are the most common expressions of hate that have been used in recent years. Further, the emergence and strengthening of anti-rights and conservative groups, in alliance with religious, political and business groups, have forcefully carried messages and speeches that motivate hate against activists, women and the LGBTIQ+ population. The context in which some of the activists have been exposed have had a negative impact on the work dynamics of the organizations, generating emotional exhaustion and affecting their political action. In all these cases, the CoA provided accompaniment, psychosocial support and recommendations to improve the safety of the people attacked. We lead organized psychological support sessions where well-being, self-care and protection was discussed.

In MENA, the security situation in Lebanon continues to be volatile given the multiple socio-economic and political crises. The economic crisis has particularly had a negative impact on the right holders where

trends such as transactional and survival sex and more risky practices such as inconsistent condom-use with multiple partners among the members of the LGBTIQ community has been reported increasing the risk of contracting HIV or other STI. The Lebanese government also issued a decree in Lebanon during Pride month that prohibited any gatherings for the LGBTQ community, a situation that caused fear and anxiety among our right holders. In addition to country specific support that was provided on safety and security, We Lead entered a strategic partnership with the Trust Law Fund an arm of the Thomson Reuters Foundation to provide pro bono legal services to the COAs across all the nine countries in response to the security concerns. Thomson Reuters foundation will also prepare “know your rights guides” to empower Right holders on important legal clauses that protect them in case they are targeted.

As a way of bolstering the safety and security strategy, we worked closely with the F2BM colleagues in undertaking security analysis and planning. We initiated joint review of the safety and security policies, plans and procedures to contextualize them to the emerging trends in-countries, undertook a needs analysis and begun planning for a safety and security capacity strengthening process for the safety and security focal points together with COA facilitators.

10: Networking and collaboration (strategic partnering with local partners and local ownership)

Collaboration remained a key aspect of We lead in 2022 with all the regions making a good effort to network and collaborate with other partnerships. In MENA region, the consortium has forged collaborative partnerships with various stakeholders and networks. The consortium, together with the Host Organization, regularly attend the Power of Voices (PoV) coordination meeting led and organized by the Embassy of the Kingdom of the Netherlands in Jordan. These meetings provide a safe space and valuable opportunity for PoV grantees to discuss their progress, share their experiences, and coordinate their activities in addition to learning from each other, and collaborating on projects.

The Government of Jordan (GoJ) provides oversight and closely follows up on the progress of SRHR projects and programmes. Hivos and ANHRE the Host organization coordinated closely with the GoJ to obtain the approval of foreign funding after which the Ministry of Health was appointed as a supervisory authority. Additionally, ANHRE has regularly met with the MoH to discuss, review and evaluate the implementation and performance of We Lead in Jordan. Through ANHRE, We Lead has worked closely with the Information and Research Center – King Hussein Foundation (IRCKHF) a non-governmental organization based in Jordan that focuses on promoting sexual and reproductive health and rights (SRHR) in the Middle East and North Africa (MENA) region, and have involved IRCKHF in various We Lead meetings and activities, aimed at raising awareness on the importance of increasing access to accurate and comprehensive SRHR information in Jordan, promoting gender equality, and empowering young women and especially RHs to make informed decisions about their health and wellbeing. As a result of this collaboration, IRCKHF has been invited to join the COAs in 2023.

In Lebanon Networking and collaboration opportunities remain limited due to the ongoing financial crisis. NGOs face additional

obstacles in carrying out their work. Nonetheless, the We lead team has met with representatives from the Embassy of the Kingdom of the Netherlands to discuss the crisis in Lebanon and its severe impact on many aspects of society and the work of NGOs operating in the country, particularly concerning their ability to secure foreign funding. Since the launch of We Lead, gender and SRHR experts have been invited to participate in several meetings including ToC Validation and SRHR Round table to leverage their collective resources and expertise.

In Africa, collaboration has been going well in all the countries. In Uganda, there has been a close working relationship with various Government ministries and agencies such as the Ministry of Health, Uganda Aids Commission and Ministry of Gender Labor and Social Development who have created space for CoA participation in their respective technical working groups like the Adolescent and School Health, AGYW HIV prevention Group where we have initiated discussions on policy frameworks on SRHR and meaningful engagement of AGYWs and marginalized groups. Further, the project has continuously collaborated with the District Local Government in the implementation districts who have been paramount in effectively monitoring the programme activities and in the follow-up of the CoAs.

We lead partners in Uganda have also collaborated with other Dutch funded consortium partners on a variety of exchange learning, mass mobilization and lobbying platforms such as the She Leads and Power to Youth Dutch partners to organize a briefer on Menstrual Health Management Day, Free to Be Me on wellness mentorship and security planning. Further, engagement with the Dutch Embassy in Uganda has been active with the Community of Action Facilitator (CoAF) being a member of the Youth Advisory Committee of the Dutch Ministry of Foreign Affairs. The position allows the CoAF to engage in policy discussions that promote SRH-R for RHs. The SRHR Alliance in addition has held monthly updates with the Embassy to discuss the state of SRH-R in Uganda especially SRH-R Opposition. The SRHR Alliance Uganda is also part of the Power of Learning platform for the Dutch Embassy, which convenes all Dutch funded programmes to learn and complement each other.

In Kenya, there was close partnership with other LBQT organizations, CSOs, media and COA partners. These included other SRHR partnership programmes such as Right Here Right Now 2, Break-free Alliance, make way, She Leads and Free to be Me. These partnerships created space for multi-sectoral and inter-sectional advocacy towards SRHR during various activities such as national advocacy forums, international women's day celebrations and 16 days of activism against GBV. Additionally, it enhanced impact through a collective approach to difficult SRHR topics in Kenya such as comprehensive sexuality education, contraceptives for young people and SRHR for LBQTI persons. Further, the programme has continuously engaged with the Dutch Embassy in Kenya for strategic engagements. CoAs also partnered with national and county level ministry of health to meaningfully engage with SRH health worker experiences and challenges (through their CHMTs), and to deliver an introductory training on SRHR laws and policies respectively.

In West Africa (Niger-Nigeria), great efforts were made to collaborate with local actors, particularly governments. This was particularly important because other than being part of the programme approach the prevailing difficult operating context demands proper engagement with strategic alliances that would enable progress to be made towards achieving the programme objectives. In Niger for example, an alliance with the Ministry of Public Health and Social Affairs was established at the beginning of the programme in 2021. This continued last year in 2022 when the Secretary General of the Ministry of Health engaged with, We Lead during the ICPF conference during which the ministry's support to the programme was renewed. Collaboration also extended to civil society actors, where in 2022 the program was invited to a regional forum on civic space, which was postponed to 2023 and will be discussing raising the legal age of marriage for girls to 18. Additionally, We Lead is working with the Embassy of the Netherlands and Plan International to establish a platform for the different actors who benefit from the MOFA grant under the SRH-R funds, in order to improve the interventions of these partners and establish a platform for exchange, sharing and learning.

In Nigeria, an important framework for collaboration with government and civil society actors has been established. Thus, the organizations of the community of action have identified and are currently collaborating with, among others, the Federal and State Ministries of Health, the Ministry of Women Affairs, the State Disability Rights Commission. This collaboration aims to strengthen the ownership of the programme by the legal institutions but also the accompaniment by the government in the implementation. It will also facilitate the lobbying actions that will be undertaken. These organizations, in addition to participating in local platforms that allow them to get in touch with organizations working in the same field, have worked together to organize a symposium in late 2022, the "Symposium We Lead Maiden Edition" in which civil society organizations working in the same framework as the programme have been invited to participate.

In Mozambique our partners demonstrated their commitment to a collaborative approach, working closely with various stakeholders and organizations to enhance their impact and extend their reach. For example, AESMO, partnered with provincial governments, district health departments, health unit directors, local structures, health and co-management panels, and local organizations to identify cases. By including rights holders in their staff, they were able to connect with marginalized groups more effectively. While ASCHA took collaboration to new heights, partnering with numerous organizations, including the Directorate of Gender, Children and Social Welfare of KaMaxakeni, neighborhood secretaries, the European Union, Programa Ali adas, CESC, Hixikanwe, Saber Nascer, AMMCJM, OXFAM, Fórum Mulher, Litsuri, Caiana, Cepia, Observatório do Cidadão para Saúde, Observation das Mulheres, Kuthenga, PAANE, IGUAL, Município da Cidade de Maputo, Ntavase, and Movimento de Meninas e Jovens Revolucionárias. These partnerships allowed ASCHA to leverage a wide range of expertise, resources, and networks, further enhancing their impact. And REPSSI also embraced collaboration, working closely with focal points from Provincial Health Services and local partners such as the READY+ programme, R4AFF programme, and Celebrating the Life. These partners assisted with recruiting peer educators and activists, as well as selecting

community and religious leaders for training. This collaborative approach accelerated the project's progress and helped to strengthen its overall impact. By working together, our partners were able to pool resources, knowledge, and expertise, creating a more significant and sustainable effect on the communities they served.

In LATAM, there was great progress in collaboration between the COA in Honduras and the government. The ruling party is progressive and is committed to support SRHR-related issues. They have good links with the Secretary of Health, and the Ministry of Education as well as alliances with progressive parliamentarians from the Legislative Assembly. The COA also has strategic alliances, and actively participates and contributes to civil society platforms, such as the "PAE Strategic Group" (Emergency Contraception Pill), "Inter-institutional work group for the follow-up of Comprehensive Sexual Education". "Central American Umbrella", "UPR strategic group" as well as the United Nations agencies, especially with UNFPA and UNAIDS. The Host Organization and the CoA facilitator in Honduras, regularly attend the Power of Voices (PoV) coordination meeting led and organized by the Embassy of the Kingdom of the Netherlands.

Internally, there were efforts to collaborate with F2BM particularly in coordinating the activities of groups where we developed programme structures communication pathways for decision making and input. We Lead CoAFs were invited to join F2BM learning event which took part in Namibia in June. They joined representatives and CoAF from eight F2BM countries, including Kenya, Mozambique, and Nigeria where both We Lead and F2BM are being implemented, thus creating opportunities to synergize efforts for LGBTI rightsholder groups.

Unfortunately, this collaboration is not working as well in Guatemala where the Government is more conservative therefore limiting collaboration with the programme. However, there is engagement within the local governments, for example with the "Referral network of the Public Ministry" that works with victims of violence, in Quetzaltenango. The CoA also have a lot of ties to progressive opposition parliamentarians and regularly have meetings with them to lobby and try to introduce their issues on the SRHR. Within civil

society the CoA are allied and belong to the “SRHR Observatory”, “National HIV Program”, and Central American Umbrella. Further they are linked to the United Nations system, especially with UNFPA the OHCHR, which leads a group for the presentation of reports to the Committee on Economic, Social and Cultural Rights (CESCR) and UPR.

11: Programming Shifts

Reflection on the Theory of Change

The country teams, Host organizations, COAs and consortium members through the Reflection and learning for adaptive management workshop in September got to review and reflect on the relevance of the TOC key components that includes priorities, strategies, Assumptions and Risks in light of the shrinking civic space. Across all countries, minimal amendments were made on the TOCs priorities, assumptions but we updated on the risks and re-evaluation of mitigation measures on the safety and security risks done. In Nigeria for example, the risks were updated based on Nigeria taking into consideration the upcoming elections and in Uganda, the safety and security context taking into account the tabling of the anti LGBTI bill. Mitigation measures were also developed in line with the updated risks.

In Jordan, the team refined their priorities further and gave prominence to priorities that needed more focus e.g. under intermediate outcome 3, the included capacity strengthening of Service Providers on comprehensive national standards for SRHR services and etiquette of behaviors for People with Disability that should be adopted by the MOH. - 2023 and under intermediate outcome 4: the team will focus on adding the SRHR component on the People with disabilities law. 2023. Included in their strategies were policy dialogue with MOH- Higher council for people with disabilities to amend the penal law in specific (hysterectomy). Additionally, the We Lead programme in Jordan would map health centers that provide services for rare cases and mapping of inclusive and

accessible health centers (for all disabilities) then conduct promotional media campaign on the results of the mapping.

The programme assumptions in the overarching TOC and the localized TOCs remained valid, however, the programme will keenly monitor the role and support of political allies and the impact it has on National advocacy as opposed to bottom-up pressure advocacy. Another shift in strategy that will need to be closely monitored in light of the shifting civic space is more focus and increased financing on countering opposition rather than banking on the assumption that the programme has political good will.

Shifts in Programme Operations and Management

In countries where Hivos disengaged with Host organizations, to avoid stagnation of activities, Hivos and consortium partners took up the role of the Host organizations which ideally is not in line with the principle of local ownership. In Mozambique, Hivos took over grant making and coordination of the COAs while Marsa in Lebanon took on the role of rolling out grants to COAs as the engagement of a new host organization was ongoing.

Suspension of physical convenings in countries where the context is becoming increasingly unsafe for the programme rights holders (Niger and Jordan) or holding capacity strengthening sessions in safer countries, though expensive, ensured that interventions in those countries are not decimated and reduced exposure of the rights holders.

12: Cross cutting themes

Rising fundamentalism:

The anti-gender and anti-rights movement continued to gain traction globally and across the We lead countries with the opposition to sexual rights becoming more pronounced in key advocacy spaces. In many We lead countries there was continued opposition to LGBTIQ rights, the right to safe abortion and contraceptives and comprehensive sexuality education in schools. In Kenya for instance, a new government that came into power in 2022 rode on a religious ideology that seems to suggest that Kenya is governed by Christian values and therefore will not prioritize certain issues such as sexual rights and SOGIE. The same scenario played out in Uganda with discussions centering around countering what was referred to as promotion of homosexuality a bill on anti-homosexuality with strong suggestions to come with a law to counter this. These sentiments were also evident in LATAM and MENA where hostilities towards LGBTIQ persons was evident. In MENA and Niger, it was difficult to convene any meetings on LGBTIQ issues. This called for creativity in managing the activities and most of them were tweaked and implemented under the banner of Gender based Violence to cushion the actors from attacks.

Climate justice

Despite experiencing impacts of climate change in some of the programme countries where our right holders were severely affected, the discourse on climate change mitigation and adaptation was still lacking input from the SRHR movement thereby missing out on the linkages between Environmental justice/climate change and SRHR. We lead made efforts to align some of the activities, such as the CSW 66, which had an intersectional theme focused on Comprehensive Sexuality Education(CSE)and Climate Justice. We united activists from We Lead and those from climate justice movements to speak in one voice, lobbying governments to realize commitments made on these issues.

Conflict

Although the effects of COVID-19 subsided in 2022, many countries continued to suffer some impact including economic crisis that was characterized by slow growth and loss of livelihoods. The situation was compounded by the war in Ukraine that has led to hyperinflation and a rising cost of living which has affected vulnerable communities more severely. In all We lead countries, our rights holder groups have suffered the most severe consequences of the economic crisis and continue to have their basic rights infringed by the situation resulting in the scramble for limited resources and protests. We lead forged partnerships in Kenya and Niger with actors in the humanitarian settings to provide training and awareness on SRHR policies in refugee and humanitarian settings as well as provided SRHR service to young women and girls in those areas.

Shifting Power to young women

Through the meaningful youth engagement work that Restless Development spearheaded a set of youth power principles and power shifting checklist was developed to define the work with young people. Key components of this include bottom-up approaches embedded in local ownership and community leadership principles which have been applied in the programme thereby ensuring support to rights holders to lead effectively in programme activities

13: Sustainability

Local ownership as an approach has been instrumental in promoting sustainability in We lead. Working with local organizations to prepare them to take an active role in participatory grant making, promoting adaptive management to ensure emerging issues are addressed and strengthening the capacity of local organizations and individual actors have been key strategies employed in 2022. Additionally, through the consortium partners, we lead continued to push for knowledge transfer through implementation of the various models such as LILO, Sing of Freedom and youth led research. These methodologies are instrumental in shifting mindsets and norms that often hinder progress in the implementation of gender transformative approaches. If well understood they will go a long way in sustaining the lessons and will eventually contribute to sustainable programming approaches. Additionally, through the implementation and promotion of MYE principles, leadership development and mentorship, the programme played a key role in preparing young people to take up spaces where they will continue to embed the we lead principles values and approaches even after the project period.

Another way in which the programme contributed to sustainability was through engaging communities to utilize locally available resources to support young women in the programme. Marsa worked closely with RH to promote and provide reusable menstrual hygiene products which not only improves access to SRHR commodities in harsh economic situations but can also create positive impact on waste reduction and consequently climate change if nurtured.

14: Good Practices

In 2022, some of the good practices that begun in 2021 continued to be deepened especially around inclusion and meaningful engagement of right holders. Through the leadership trainings and accompaniment offered by restless development, the programme made strides in ensuring participation of the right holders in key advocacy spaces as well as programme decision making structures. The development of meaningful youth engagement principles and the scorecard were key pillars in this and will continue to guide the process of engaging right holders throughout the programme period. It was also refreshing to see young women representatives in the steering committee engaging with issues with confidence and conviction something attributable to the guidance and support they have been receiving from the programme.

The pairing of young women with directors of consortium partners for mentorship was also a good practice that provided more space for developing leadership skills which will contribute to the programme sustainability agenda as a whole. Importantly, we saw our consortium partners make good effort to promote wellness and well-being among the rights holders and their staff, an important conversation that is gaining traction in many spaces. Restless Development appointed a staff member as the annual wellness champion, leading the team towards wellness and happiness at the workplace. Some of the lessons emerging from this were shared during a meeting where wellness was being discussed and will inform some of the measures that the programme will be taking to promote wellness.

Adoption of dynamic grant making approaches such as drip financing in Lebanon due to the banking crisis has cushioned the programme from major losses. Hivos maintained a monthly to quarterly disbursement schedule that ensured we are in touch with changes in the banking sector and reduced any losses.

15: Lessons Learned

Meaningful inclusion and participation of RHs in processes is a massive commitment that requires proper planning, adequate resourcing and commitment to the principles of inclusion. This was exemplified by the participation of rights holders in international advocacy spaces and programme meetings. In all instances, the programme incurred extra resources to ensure accessibility, translation services and accompaniment for RHs with disabilities. These costs, some of which were not originally factored in the budget and called for creativity and flexibility in budget management, remain subject of discussion. This remains a challenge to the programme design and a test to the effective implementation of the adaptive management approach that We Lead has adopted.

Proper management of disengagement processes with Host organizations (Hos) is critical to the continued success of the programme and sustainability of results. In Mozambique and Nigeria, there was amicable disengagement of the HO which was made possible by constructive dialogue and consensus building thereby safeguarding the gains of the programme and ensuring sustainability of results. The two serve as case studies that can be replicated in other countries in the event of disengagement.

Local ownership though a progressive approach requires time and resources to implement effectively. It is not linear and therefore different contexts and partner readiness calls for adaptive management approaches and need more capacity strengthening than expected. Additionally setting up the Community of Action (COA) structures through participatory grant making though effective in building local ownership requires more time investment. Participatory grant making requires patience and continuous capacity strengthening of the local organizations to enable them effectively roll out funds to the COA. Therefore, ensuring that country specific decisions involve in-country CoAF and Host Organization was a lesson we learnt as they have local knowledge of their contexts. It is also important to find local facilitators of Capacity Strengthening activities to enhance ownership. Some of these components were

not necessarily adequately built into the programme during the design and therefore we have to continuously reflect on how effectively it can be done thereby stretching the scope of adaptive management.

Another key lesson learnt was the importance of involving host organizations in leading the coordination of logistics in each country which resulted in better responses from right holders and more efficient ways of delivering activities. It also allows more control of the HOs in managing other aspects such as local payments which proved to be more cost effective as opposed to international payments that tend to have slow turnovers.

Finally, our experiences in the AIDS conference and ICFP have provided valuable insights on how to better plan and coordinate engagement in these spaces. A key and critical lesson was the complexity involved in getting visas for rights holders from the global South which keeps coming up and limits their participation in key global spaces and the need to align with global advocacy voices to increase attention to the same. In future, we plan to begin the planning for advocacy events well in advance to allow adequate time for visa application and support to the applicants to increase their chances of obtaining the visas.

16: Budget management

Comprehensive financial report and explanatory notes can be found in the annex provided with this report. Below is a summary of the financial report.

	We Lead -Financial Report by Year- 2022 (Year 2)			
	Revenue/Budget Year 2 €	Aggregated Actual Expenditures for Year 2 €	Variance / Actual Rollover to Year 3 €	Burn Rate %
Revenue				
Grant Received	12,706,950.58			
Interest Earned/Accrued				
Total Revenue	12,706,950.58			
Expenditure				
I. Direct staff costs				
A. Staff costs	797,787.05	772,399.65	25,387.40	97%
B. Local staff costs	552,671.01	500,044.87	52,626.14	90%
C. Consultants and advisers	28,051.00	21,997.69	6,053.31	78%
Subtotal I	1,378,509.05	1,294,442.21	84,066.84	94%
II. Other direct programme costs				
A. Activity costs	2,059,242.11	1,487,864.49	571,377.62	72%
B. Costs of consortium partners and local NGOs	7,122,728.81	5,046,125.68	2,076,603.12	71%
C. Activity-related travel costs	464,242.17	445,705.72	18,536.45	96%
D. Project office costs (if applicable)	60,926.68	33,493.44	27,433.24	55%
E. Equipment and investments	14,872.00	7,892.73	6,979.27	53%
F. Monitoring, evaluation and auditing	104,546.84	115,712.36	- 11,165.52	111%
Subtotal II	9,826,558.61	7,136,794.43	2,689,764.18	73%
Total of I and II	11,205,067.66	8,431,236.64	2,773,831.02	75%
III. Overheads / indirect costs				
A. Costs of support staff			-	
B. Not directly allocable administrative costs			-	
C. Other non-allocable costs	1,501,882.92	1,149,105.47	352,777.45	77%
Contingencies (max. 5 %)	-	-	-	
TOTAL	12,706,950.58	9,580,342.11	3,126,608.47	75%

Annexes:

Annex 1: Risk Assessment

Annex 2: Planned Activities and Results

Annex 3: Basket Indicators Results

Annex 4: Audit and Financial Report