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Lead**

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PMENT
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**The African Women's
Development and
Communication Network**



marsa ● ● **مرسى**
sexual health center مركز الصحة الجنسية

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Fondo Centroamericano de Mujeres

VIBES
Hope - Respect - Voice

**DEVELOPMENT
POWERED BY YOUNG PEOPLE**



**Development and
Communication Network**

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WE LEAD PROGRAM 2022 CONSOLIDATED ANNUAL PLAN

A. Introduction

In this section, we provide a brief summary of the progress made by the We Lead program in its first year of operation. The first half of the year was dedicated to setting up the We Lead program. This involved recruitment of staff across the consortium, engagement of Community of Action Facilitators (COA-Fs), identification and engagement of host organizations and enrollment of local organizations within the Communities of Action (COA), development of the governance structures, and exploratory engagements with human rights bodies. A successful kick off meeting that brought together all program stakeholders including representatives of MOFA and Embassies in the countries of operation, was held in May 2021. The event enabled incisive conversations on expectations, outcomes and served to create a good framework for engagement going forward. In June the program submitted, to the Special Rapporteur on the Right to Health, information on the impact of Covid 19 on Sexual and Reproductive Health Rights in Lebanon, marking the We Lead's first intervention with the United Nations Human Rights Mechanisms.

Country localization of the Theory of Change (TOC) was the next assignment that occupied the program and to start off, the consortium held capacity building sessions to provide the COAFs with the information and tools necessary for facilitating the relevant workshops. These included an inclusive facilitation workshop that was led by Positive Vibes and Restless Development which was quite impactful and imbued in the COAFs the skills necessary to lead the COAs. In August/ September, TOC localization workshops were held in Guatemala, Honduras, Kenya, Uganda, Nigeria, and Lebanon. Delays in recruitment and replacement of staff in Mozambique, Niger and Jordan had implications on this process. Additionally, security considerations made the option of mixed/ open localization processes doubtful. An adaptive process was developed in which teams held roundtable dialogues with SRHR experts as well as with the host organizations and COAs to establish the context informing the program in those countries. This methodology resulted in TOCs that will be subjected to additional interrogation and validation later in 2021.

As the technical side of the program was setting up, program governance structures took root – for instance the Steering Committee (SC) held its first meeting in June and approved several policy documents that guide the program. In keeping with the program's values on diversity and inclusion, the SC also approved a mechanism for the participation of rights holders in this body – consortium partner Restless Development is leading the process of recruitment of these rights holder representatives. Representative coordination structures including Working Groups (on Safety and Security, Advocacy, Communications, Monitoring and Evaluation, Capacity Strengthening, Linking and Learning and Finance), were established and met regularly, developing consensus on ways of work, preparing critical templates to guide reporting, among other tasks. The Global Coordination Team and Hivos' Global Management Team held bimonthly meetings enhancing teamwork within the program. Country and Regional Coordination Teams held at least 3 meetings in the year, ensuring alignment at consortium and COA level. These structures will be reinforced by representatives from the COAs and rights holders and in later parts of the plan we describe the support they will receive from the consortium.

This process can be described as the project set off phase and largely advises the We Lead plan for the year 2022.

B. Context Analysis

The context that belies the work of the We Lead program in 2022 remains largely the same. We Lead countries continue to experience shrinking civic space, criminalization of rights holders and sexual and reproductive health and rights which implicates access to information and services, displacement of rights holders and consequential violation of their rights, among others. The following contextual issues that arose during localization of TOCs remain in sharp focus:

Shrinking civic space

In Guatemala and Honduras, the context remains dire for [REDACTED] activists. In fact the murder in June of a [REDACTED] activist from Guatemala who was affiliated to an organization that is part of the COA underscores this. In Honduras and Guatemala, we are paying close attention to the implementation of the new Non-Governmental Organizations (NGO) law, which seeks to regulate and control the work of Civil Society Organizations

(CSOs). The program is monitoring what may happen in the presidential elections on November 28 in Honduras. There is likely to be a tussle over power in the event the ruling party loses. Indications of post-election riots and repression are high. We Lead will also keep track of the implementation of the Ugandan Public Order Management Act and the NGO Act which purport to increase political control over CSOs and specifically target [REDACTED] organizations.

Access to information and services

Stigma and discrimination are pervasive in We Lead countries. Rights holders with disability, who identify as [REDACTED] and those who have HIV continue to bear the brunt of these twin challenges. In Guatemala and Honduras, young women with disability and those in rural areas have a hard time accessing SRHR services and service providers often behave in a discriminatory way towards [REDACTED] women in those countries. Conservatism in Jordan and Lebanon continues to fuel a culture of silence making provision of information on SRHR challenging. Silence also feeds invisibility of data on HIV/AIDs with studies indicating low access to ART in the region. Young women with disabilities in the MENA region remain vulnerable to gender-based violence. Lack of legal status and discrimination affects access to SRHR services for Syrian and Palestinian refugees who endure denial of services by health care providers. Covid 19 has also had an impact on access to medication, contraception (including emergency contraception) and other commodities which have been detained and monopolized by pharmaceutical agencies. In Africa, criminalization of adolescent sexuality continues to have a significant impact on their access to information and services. While there have been significant gains in increasing access to treatment for HIV and TB, and the development of comprehensive sexuality education and essential SRH-R services in the region, criminalization of SOGIE rights has driven the health seeking behavior of key populations underground. We will increase discussions on SRH-R topics on social media platforms and related work led by other CSOs in MENA and Africa. We will strengthen our focus on mitigating risks related to cultural backlash.

Elections

Three countries in the program are scheduled to hold elections in 2021/2022. In November 2021, Honduras will hold election of president and members of the National Assembly. Honduras and Guatemala are co-opted

by conservative forces, represented in government, media and the private sector. An almost similar situation obtains in Kenya where elections are scheduled for August 2022. In Lebanon, the country anticipates political disruptions in 2022, if the upcoming parliamentary elections are postponed. However, if the elections take place, a glimpse of hope for change will play a major part in positive implementation of the program in the coming four years. We Lead will continue to monitor and track SRHR messaging during the elections and develop mitigating measures.

Economic crisis

Guatemala and Honduras continue to experience an increasing economic crisis that has deepened with covid-19. Human and political crisis in the country triggers situations such as forced displacement. Lebanon continues to struggle with the economic crisis exacerbated by the Beirut explosion that occurred in August 2020. The crisis has heightened the cost of living and relegated more than half of the population to a life of poverty. Currency devaluation continues to affect life in Lebanon leading to citizen uprisings and road blocks that are set up sporadically impacting movement and business. Fuel shortages in the country make the cost of operation expensive and regular electricity cuts have resulted in diminished network across the cities. This continues to affect the operations of the program in the country. We will continue to review internet and travel budgets in response to the economic crisis. The COAFs have designed their budgets with a high level of flexibility to respond to the changing context in the region.

Technological developments

The Covid 19 pandemic provided an opportunity for technological advancement in the digital environment creating a space for young people to thrive. However, there has also been an increase in cases of tech based human rights violations affecting women and [REDACTED] individuals. A rapid increase in disinformation and misinformation on SRHR has not been met with equal efforts to moderate such content. Additionally, content moderation has been deployed in ways that offend free speech and enhance censorship. The program will leverage expertise within Hivos which works on civic rights in a digital age, to infuse SRHR perspectives in conversations and policy discussions on content moderation within the framework of safety and security. There was an uptake of tele-medicine

during the pandemic and tech based information and service provision models were deployed across the regions e.g. M-Health in Kenya and Uganda. The program will explore partnerships with tech companies to enhance access to information and services by rights holders.

The fight for abortion in the US

In January 2021, the US President rescinded the harmful expanded Global Gag Rule that had a devastating impact on provision of information and services on abortion. This signaled a positive step in restoring the US government's commitment to the realization of sexual and reproductive health and rights and funds have already begun trickling into Latin America. There has however been an increase in threats to abortion access in the US with States such as Texas enacting restrictive laws that propose even more stringent regulation of abortion access. In 2021, federal and State courts have several times been invited to mediate conflicts related to abortion access and since abortion debates in the US continue to shape foreign policies and practice as well as fuel conservatism in Europe and the global South we will keep monitoring the situation. The latest legal battle in the US Supreme Court in which Roe v Wade could possibly be overturned is of keen interest to We Lead due to its potential to galvanize the Anti-Gender and SRHR movements. We will continue engaging with MOFA and its Embassies in country as well as with regional and global human rights bodies, consolidate support for SRHR, and leverage those connections in policy conversations.

Impact of Covid-19 on program implementation

Lock downs and restrictions on movement across the regions had an impact on policy processes, good governance, and equitable participation in key advocacy forums as well as We Lead processes. Consortium partners nonetheless adopted remote working and held virtual meetings in furtherance of their program obligations. While FEMNET leveraged relationships built over time to access key policy spaces, virtual working for Restless Development meant a different level of staff engagement and wider organizational involvement to build in different skills and expertise (such as online safeguarding, digital engagement expertise, online facilitation skills, and inclusive session planning that is tailored to virtual delivery).

Whereas lock downs and curfews have lifted in most countries, inequities in vaccine access and low vaccination rates will have implications on the ability of the program to hold in person meetings due to risk of exposure. As at October 24 2021, only 27.9% of the population in Honduras, 18.6% in Guatemala, 34% in Jordan, 21.4% in Lebanon, was fully vaccinated; while a stark picture prevails in Africa where only 2.7% of the population was fully vaccinated in Kenya. In Mozambique, this number stands at 5.8%, while in Niger, Uganda and Nigeria it is 1.3%, 0.9% and 1.3% respectively. In all program countries, the public health system is stretched. In Guatemala and Honduras for instance, hospitals are saturated, supplies are in short supply and patients have to procure oxygen privately.

This context informed the decision by Positive Vibes (PV) to review its upcoming LILO workshops and the organization will only hold physical meetings where they are allowed and to the extent that it is possible to minimize exposure to Covid. Where in-country gatherings are not permitted, PV will implement the LILO methodologies virtually or using a hybrid mode and put in place measures to ensure connectivity/ continuity.

FCAM on the other hand has postponed all physical activities to 2023 when they estimate that the situation will likely have improved. Hivos is reworking its travel policy and only permits international travel with the approval of the Executive Board. We will continue to monitor the situation for informed decision making on travel and physical activities. Meanwhile, the program will continue to leverage technology and virtual spaces in its work taking care to ensure a balance to avoid overwhelming COAs and COAFs. The program budgets have consequently been developed with a level of flexibility and we will keep an eye on our spend and shift underspends in travel to program activities especially the research related to shifting norms and attitudes.

C. Planned Activities under each Benchmark

This section outline what the We Lead program plans to undertake under each benchmark. As it is informed by the plans developed by the COAs, we highlight significant interventions that rights holders will do, with the support of consortium partners.

a. Program Management

In 2022, we will continue to strengthen the program's governance structures. The Steering Committee will hold its bi-annual meetings. Regular meetings of the global, regional and country coordination teams will be held to ensure seamless coordination across the consortium and the program. Rights holders who will be included in the decision making and coordination structures of the program will be supported through training, mentorship and Coaching, to play their roles effectively.

To enhance teamwork and strengthen networking across the team, we will hold bi-annual We Lead team meetings during which we will undergo team building sessions. We will keep monitoring the Covid situation to advice on the possibility of convening a physical team meeting in the year. We will integrate self-care in our way of work and avail counseling sessions to the program team and rights holders.

A safeguarding framework is being elaborated in the current year. In 2022, the program will ensure its translation into the program's languages, disseminate it within the program and among rights holders, create awareness and ensure compliance. Capacity strengthening on safeguarding will be undertaken continuously to prevent infractions and COAs will be supported to integrate safeguarding in their organizations and ways of working.

The program manual that is being finalized in 2021 will also be translated and disseminated to the program stakeholders.

The program is setting up its safety and security framework in 2021. In furtherance of this, COAs are recruiting safety and security focal points (SFPs) who will be the conscience of the COA on this issue. In November, they will undergo comprehensive training on safety and security and will be supported by the safety and security expert to enhance the security of the COAs. In 2022, We Lead will collaborate with the Digital Defenders partnership run by Hivos to ensure accompaniment of the SFPs in their work. We will also build partnerships with organizations that focus on safety and security to ensure support in case of emergencies.

b. Lobby and Advocacy

We Lead strengthens the potential of rights holders to both claim a vocal role in SRHR and human rights advocacy spaces. In 2022, COA Facilitators will actively participate in global, regional and national advocacy events and collectively determine the advocacy messaging for the consortium.

Rights holders' meaningful ownership over the We Lead advocacy agenda is crucial to the success of this program. In January 2022, the Manifesto Meeting will take place, a consultative forum with all COA Facilitators and 12 rights holders from the different regions. In this meeting, We Lead's global messaging will be determined, based on outcomes of the TOC localization processes in 2021.

National advocacy

Advocacy on a national level will focus on country-specific priorities identified by the COAs and consortium partners. In Guatemala and Uganda for instance, the program will focus on defending civic space that threatens to shrink further through implementation of a laws that seek to strictly regulate and control CSOs including by targeting [REDACTED] organizations and their activities. National teams will continue developing on country-specific strategies to work in these increasingly restrictive contexts.

All consortium partners and many COA organizations have various relationships with national and local government bodies. For example, Marsa works in close coordination with the National AIDS Control Program under the Ministry of Public Health. The COAs and consortium partners will follow the national political situations in Honduras, Lebanon and Kenya closely. We will continue to monitor upcoming elections and develop strategies to counter social unrest that is predicted to occur in those countries.

Regional advocacy

In the five African countries where We Lead is active, FEMNET and Restless Development will facilitate COA trainings on the Maputo Protocol and how rights holders can hold governments accountable for this commitment. Additionally, FEMNET will be involved in the sessions of the African Commission on Human and Peoples' Rights (ACHPR).

In Central America, We Lead will participate in the activities of the Organization of American States (OAS) which will in November 2021 determine the 2022 calendar of events. The Summit of the Americas will take place in the USA in February 2022. We plan to request the Inter-American Commission on Human Rights (IACHR/ the Commission) to hold a Thematic Hearing on the situation of rights holders of Honduras and Guatemala and will engage with the Commission to establish an appropriate time for this.

Global advocacy

COA Facilitators will engage in global advocacy spaces with Coaching and accompaniment of consortium partners. Depending on COVID-19 restrictions, participation will be done in person, virtually or in hybrid form. We Lead will be involved in global political conferences, including the Commission on Status of Women (CSW), the Commission on Population and Development (CPD), the High Level Political Forum (HLPF), as well as human rights processes. In Jordan, we will monitor the Voluntary National Review (VNR) process and find ways to influence this where possible. The COA in Guatemala is planning to participate in the Universal Periodic Review (UPR) process. To support these reviews, Restless Development's Youth-led Accountability model will enable COAs to hold decision makers accountable for the commitments they have made towards SRHR. In 2022, We Lead will take its first steps in engaging with human rights treaty bodies, such as the Committee against Torture (CAT) and the Committee on the Elimination of Discrimination against Women (CEDAW in 2022).

Influencing Dutch foreign policy

Following the relaunch of the Multi-Party Initiative (MPI) on SRHR and HIV/Aids in October 2021, Hivos will continue its role as co-sponsor of this platform to promote SRHR as a priority in Dutch foreign policy. The MPI will organize an event with Dutch parliamentarians in the spring or early summer 2022, to continue the conversation on SRHR in the context of COVID-19 and multiple crises. Hivos is in ongoing contact with Dutch policy makers, both in Parliament as well as with the Ministry of Foreign Affairs.

c. Communications

The voices and experiences of rights holders will continue to be first; the consortium will support them in telling their stories. The COAs will lead in

developing the agenda and messaging within the communication strategy. We Lead will share and amplify the voices of the rights holders through the various platforms that we have access to, such as the Restless Development blog [We Are Restless](#).

The consortium will support COAs to develop and implement local campaigns to increase public support for young women's sexual and reproductive health and rights, and provide capacity strengthening workshops for communication and campaigning skills. In order to learn from each other and be inspired by what happens in the other countries, once a month a global communication and campaigning meeting (or 'open' COA session') will be held to bring together the different COAs and discuss strategies around communication and campaigning. The technical partner M&C Saatchi will work with COAs in 3 countries to support an in-depth campaign on shifting narratives. To complement this work the program, in collaboration with other Hivos programs: Free to be Me and R.O.O.M., will explore the use of popular culture to shift narratives. The program has also mapped creatives who will be engaged in collaboration with R.O.O.M. and deployed strategically to scale up constructive discourse on SRHR in countries such as Kenya, Uganda, Lebanon, among others.

In the Netherlands, We Lead will focus on linking the Dutch feminist movement to the feminist activists in the We Lead countries. We Lead is a partner of the Women's March Netherlands and will use this platform to share results from the We Lead program.

The consortium will continue streamline internal communication and explore development of an internal newsletter to showcase COA interventions.

d. Capacity Strengthening, Linking and Learning

We Lead's Capacity Strengthening (CS) strategy continues to be grounded on the foundation of local ownership. In furtherance of this, during the TOC localization, national and global planning workshops COAs reflected on their capacity strengthening needs and priorities, as well as the role of consortium members in relation to their plans. COAs identified the following key priorities for capacity strengthening: leadership skills,

advocacy skills, safety and security (physical and virtual), research and knowledge management (evidence and data to inform advocacy) as key priorities. In the first months of 2022 a subsequent in depth global capacity assessment will be conducted with all the COAs to identify capacity gaps and CS needs of rights holders and local organizations. This will enable CS interventions that are tailored to the different needs of COA members. COAs will be supported to develop CS country plans and technical assistance and accompaniment will be continuously provided to them in the implementation and evaluation of the plan and the support provided by consortium members, and its adaptation.

Specific consortium interventions in relation to outcomes:

To ensure stronger, inclusive youth led CSOs and movements, FCAM, MARSA, FEMNET and Hivos will support organizational strengthening including on strategic planning, development of policies, procedures and internal systems, PMEL (Outcome Harvesting, TOC), budget management among others based on each organization's assessment of their structure and context. Restless Development will provide its Youth Power Pack for organizational resilience, supporting the COAs to identify, assess and address key barriers to their own effectiveness in the context of Covid -19.

To strengthen advocacy capacities towards the realization of laws and policies that respect and protect young women's SRHR, consortium partners will deploy different CS models. Restless Development will utilize three main models for CS to enhance the capacity of the COAs, COA-Fs and Rights holders: the Leadership Model, the Youth Led Accountability model and Youth Led Research Labs. Positive Vibes will implement the LILO inclusion methodologies that are selected by each COA. LILO methodologies assist participants to move towards more positive levels of attitude to people who are highly excluded due to one or more overlapping discriminations: gender; sexual orientation; ethnicity; disability; health status. COAs will then be supported through accompaniment, to roll out their own LILO trainings within each country. FEMNET will use its feminist approach in strengthening capacity on advocacy skills (training on Maputo Protocol, SDGs, Beijing Platform for Action and Specific AU Campaigns).

In addition to the foregoing models, Hivos will offer tools and respective training on advancing SRHR in times of regression. The COAs and rights

holders capacity on advocacy will be enhanced to be able to submit written and oral submissions, convene with delegations and influence the outcome documents of key conferences, or hold side events and undertake public campaigns. Hivos will also provide training on SOGIESC and Safety and Security.- MARSA will work with COAs to design and implement research particularly on the topic of SRHR of rights holders in MENA region.

To strengthen rights holders and COAs capacity towards the realization of inclusive and non-stigmatizing SRHR information and services, MARSA will train healthcare providers in Lebanon and Jordan while Positive Vibes will implement a model for sexual and gender minority participation in health facility monitoring and accountability.

In relation to building public support for rights holders SRHR, the consortium will work with its technical partner M&C Saatchi World Services, who will provide CS on strong campaigning to shift narratives. MARSA will mobilize public support on SRH-R for rights holders through sex-positive and inclusive SRHR messages on social media platforms, aimed at changing the public perception and contributing to the normalization of their SRHR. FEMNET will train young women media professionals from COA organizations on understanding and reporting SRHR and the Maputo protocol. FEMNET will also strengthen the capacity of rights holders in Africa on SRHR communication and campaigning skills. In addition, media engagement at county level will focus on local TV and radio stations to empower them to be able to disseminate well-tailored SRHR information.

Linking and Learning

This will continue to be emphasized during the second year of the program to further build the political trust and collective ownership of the program. The program will focus on connecting and reinforcing the work and efforts of different global working groups (Advocacy, CSL&L, Safety and Security, Communication, DMEL) and to foster dialogue and reflection among COAs and between COAs and consortium members. Special attention will be paid to improving internal communication and ways of working. According to principles of youth leadership and local ownership, effective participation and voice of COA facilitators and rights holders in key spaces as the We Lead Steering Committee and global working groups will continue to be

promoted and supported. This will ensure the decisions and processes are directly informed by the local realities and RH's perspectives.

To support these processes, Restless Development together with other consortium members will facilitate and build on its youth leadership methodologies to ensure COA-F engage in a joint learning trajectory to build a strong group of young and diverse advocates that can continue to play a leading role in building and activating an inclusive SRH-R movement in We Lead countries, connecting with other youth leaders, movements and platforms and providing accompaniment. Key actions will be the launching of regional chapters and promotion of transnational and cross-movement collaborations and communication platforms to tell their own story and share their experiences from their own lenses.

CS Methodologies

The program will apply the following CS methodologies to realize its objectives: face to face workshops, Coaching, learning by doing, accompaniment, mentorship, online learning, exchange of experiences among others. Technology will be used in virtual meetings and learning materials will be shared beforehand to ensure equitable access by all rights holders and COAs.

e. DMEL and Research

We lead and local organizations will jointly work towards through inclusive and participatory monitoring, Evaluation and Research approaches to contribute to a strong, coordinated team that will ensure that evidence generation and use is locally owned. Some of the main DMEL and Research priorities for 2022 include:

Capacity strengthening

Through coordination by the capacity strengthening team, We lead will conduct training to Local organizations DMEL staff supporting the program. The aim of the training will be to have an aligned thinking and understanding of key PMEL concepts that will enable contextualization, localization and coherence across countries, Working Groups and other We Lead bodies. Trainings will focus on i) Adaptive Management ii) Working with Theory of Change iii) Monitoring approaches like Outcome Harvesting, Learning topics and Narrative Assessment

Data capture and management

Data is key for evidence based program management and improvement. Hivos through the Working Group on DMEL and Research is setting up structures and systems to ensure lean and useful data is gathered from the program. Owing to the sensitivity of data, in collaboration with the local organizations and consortium members, the program will ensure measures that guarantee data privacy and security are enhanced. This will give the rights holders and the local organizations more confidence in sharing information and data.

We lead project will develop and operationalize a web based system that will make data collection and management across the nine countries and consortium partners efficient. Key to issues to take into the consideration will be ease in use and access of the system (offline and online options), data privacy, ability to make meaningful analysis on the data.

Research

We lead will focus on generation of data for evidence based programming through participatory research.

Youth led research: through training and technical assistance, Restless Development will support the local organizations to conduct research in Mozambique, Lebanon, Guatemala, Nigeria and Uganda through their youth-led research approach. The aim of the youth led research is to increase the capacity of the COAs to capture key insights on the issues that matter most to them, making research accessible to diverse young people and actionable for decision-makers. Trainings will be focused on ensuring the 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:

Local ownership: this is not a new concept, and over the years, Hivos has implemented initiatives meant to boost local ownership. However, this has not been translated over time into well-articulated and robust evidence and knowledge bases that are easily accessible and referenced. Hivos will lead in a study on local ownership in Uganda, Nigeria and Guatemala. The study will adopt action learning and action research principles with an aim to

strengthen the knowledge base with regard to what localization processes entail for rights holders and local partners in different contexts; and sense-making of research findings for the transformation of roles and relationships, based on insights gained from the country programs.

Adaptive management and learning

We Lead program implementation is characterized by complex contexts where multiple stakeholders are active, where change is inevitable, where there are many influencing factors and actors that are bound to trigger unforeseen reactions beyond our control. We Lead will therefore apply adaptive program management practices through learning, reflection, sense-making leading to grounding and contextualization of the TOC. This participatory process will involve COAs, rights holders, consortium members and other stakeholders. The process will involve i) making sense of qualitative and quantitative monitoring data obtained from various approaches like outcome harvesting ii) reflection on insights gained from learning topics formulated from critical assumptions iii) critical review on the changes in context more specifically emerging shifts picked up in each environment that are relevant to the country TOC and iv) Capacity Assessment. This annual process will aim at solidifying and grounding the TOC through increasing its relevance and response/ adaptation to the emerging dynamics in the program countries.

f. Safety and Security

With increased visibility in 2022, we expect to see heightened security concerns among rights holders in all We Lead program countries. Strengthening the capacities of the COAs in managing their safety and security will be at the core of security interventions.

The COA SFPs will be accompanied in 2022 as they roll out national safety and security policies and plans, strengthen the capacities of the COAs in security management and create awareness on the security challenges faced by rights holders and HRDs.

We Lead will train the SFPs and COA members on monitoring, documentation and reporting of HRD violations. This will contribute to a database of violations, trends and evidence that will be deployed in engagements with policy makers as rights holders lobby for an enabling

environment and improved security for SRHR advocates. This information will also be used in lobbying and advocacy with regional and global human rights bodies.

We Lead will intensify surveillance during key moments such as elections, legal processes such as the appeal on the Kenyan Repeal 162 case and the anti-homosexuality bill in Uganda, when rights holders face attacks physically and on digital platforms. The program will undertake comprehensive security assessments and prepare mitigation plans. We will emphasize the use of safe communication platforms, enhanced management of home and office security, a practice that's already in place. We will galvanize the support of HRD protection networks in the respective countries to put in place effective response mechanisms in case of attacks.

We Lead will also focus on debunking disinformation and misinformation which contributes to an unsafe environment for activism by HRDs on and enjoyment of SRHR. The program will undertake a study on the safety and security situation of SRHR activists and rights holders. The findings will be applied in lobby and advocacy events, to profile rights holders as HRDs and ensure a safe and secure environment for SRHR work and advocates.

D. Programming Shifts

Political tensions and stricter regulations aimed at crippling CSOs in Nicaragua and Guatemala compelled FCAM, in August 2021, to shift its headquarters to Costa Rica and retain a lean staff in Guatemala. The organization was previously headquartered in Nicaragua and implemented programs in Guatemala. This move will however not impact the program or its mode of operation. It will also not impact its finances. FCAM has established bank accounts in Costa Rica and in Panama, ensuring continuity of its programs and in relation to We Lead, disbursement of grants and direct implementation.

We Lead had foreseen 2022 as a recovery period following slowing of activities due to Covid in 2021. The low vaccine rates in We Lead countries however paint a gloomy picture for the resumption of in-person activities. Given the uncertainty on this issue, FCAM will share its capacity building role with local organizations. It will transfer its capacity building budget for 2021 and 2022 to local organizations. Given the diversity of organizations,

FCAM will accompany this process and contribute so grantee partners make informed decisions about themselves. Virtual delivery of programs also means increase in staff costs because of increased bandwidth and skills required to deliver programs in an online format and Restless Development will reallocate its savings in 2022 to cover additional staff time in 2022.

In Jordan the program has taken long to establish due in part to a government requirement that approval is sought before operations begin. The host organization has thus been granted a consultancy agreement in the current year and into early 2022 focusing on obtaining government approval and although we are confident that they will receive the nod, We Lead is exploring alternative hosting arrangements in the country should they be denied approval.

In Niger, the Ministry of Health has expressed interest in collaborating with the program there. While this is a good opportunity, the program is careful to ensure any potential collaboration with government does not jeopardize rights holders' security nor impact their ability to advance rights considered contentious in the Niger context, which is quite conservative and potentially regressive. We will thus be exploring partnerships with organizations already in direct engagement with MOH and channel (any) resources through them.

Annex 1: Risk Table

Annex 2: Costed Work plan

We present the detailed budget and budget notes as a separate document.

Annex 1: Risk Table

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
Context	Political repression & shrinking civic space	Likely The program is being implemented in 9 countries. According the Civicus Monitor, in 6 of these the civic space is obstructed (Guatemala, Kenya, Mozambique, Niger, Lebanon and Jordan); and in 3 is considered repressed (Honduras, Uganda and Nigeria). All of them have an important level of conflict, and are recognized for the lack of respect of human rights, particularly for <i>We Lead</i> rights holder groups.	Moderate The impact on the program is moderate, this situation is not new to local civil society organizations in country nor to <i>We Lead</i> consortium partners.	Yes	No	The program is: - o Liaising with human rights defenders' organizations and allies, in country and internationally, allowing for support networks to be in place. - o Maintaining regular communication with organizations in country, and have open channels to receive any notification when risks emerge. - o Conducting Regional specific risk assessments and mitigation plans. - o Maintaining regular communication with Dutch embassies about human rights and civic space issues, and when needed, request support (diplomacy).
Context	Violence against rights holders	Likely The rights holder groups have been selected because they face high levels of discrimination, exclusion and violence.	Major Violence has a major effect on the affected individuals and the communities in which they come together. Personal loss & trauma influences the ability of staff and volunteers to function well.	Yes	No	- o Build safety and security training and structures, including crisis response structures, into the program and anticipate that rights holders will experience violence. - o Provide psycho-social support to victims of violence as part of the programming. - o Build or support national-level emergency response structures. Through the safety and security working group - o Support the development of the global security policy that the COA can adapt to their local situation. - o Establish a crisis prevention and response mechanism. - o support the training of staff, COAF, and COA on how to respond to sudden changes in security/political environment - o Support the COA to jointly analyze risks during the validation of the localized theories of change. - o Regular communication with the Dutch embassies is key (diplomacy).

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
Context	Violence targeting leaders	Possible So far, leaders of SRH-R and rights holder groups have not been targeted often in that capacity. This could intensify as part of a larger pattern of attacks against civil society organizations, and growing conservative tendencies. Leaders may also experience more random forms of violence because of their [REDACTED], refugee, HIV+ status or their disability.	Major Personal loss & trauma influences the ability of staff and volunteers to operate normally. Being targeted as a leader intensifies that trauma.	Yes	No	- Assess the risk of targeting on a regular basis and develop a personal safety plan for leaders. - Provide psychosocial support to targeted volunteer and staff leaders. - In relation to this risk, We Lead will also maintain regular communication with Dutch embassies.
Context	Natural & other disasters Climate Change	Possible According to the World Risk Index2, We Lead countries rank either very high (Guatemala, Honduras, Niger, Nigeria), high (Kenya, Uganda, Mozambique) or low (Jordan, Lebanon) with regards to their risk for major disasters. Many countries and regions where the program is implemented, are already dealing with climate-related events, such as storms and droughts. As the Paris Agreement goals have not been met, the situation is expected to worsen in the coming years.	Catastrophic Major disasters are extremely disruptive, as we experienced after the devastating explosion in Beirut on 4 August. Although normal or adapted programming is not possible, local organizations may be able to reach vulnerable groups that would otherwise not benefit from disaster relief. Climate-related events impact SRH-R and already vulnerable groups.	Yes	Possibly	- Consider the possibility of adverse events (flooding etc.) in planning events. - Assess whether or not insurance protection is a good option. - Ensure flexibility – allow local organizations to adapt their plans in case of a disaster.
Context	Generalized political unrest	Possible Over the course of the five years of implementation, the program will deal with elections in countries at different levels. These are characterized to bring additional instability. Following the socio-political unrest following the blast in Beirut,	Moderate The possibility and extent of potential unrest and instability following election processes cannot be foreseen by the program. However, taking into consideration current context and past experience, the program can anticipate some challenges during these processes. In addition, the changes in government	Yes	No	- Consider election processes in national plans, as well as foreseen changes in local / national authorities. - Create strong links with champions identified at different levels of the governments in each country. - Take extra care with messaging and campaigns in pre- and post-election times. - Prioritize the safety and well-being of RHs and

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
		Lebanon has seen an economic collapse and fuel crisis. Niger on the other hand saw political unrest after the presidential elections. Kenya will have the presidential and general elections in 2022.	(local and national) generally brings more work to organizations, as it implies changes in authorities with whom a relation and collaboration has been already created.			program staff ○ Monitor the local situation to foresee potential escalation of the crises ○ Ensure flexibility – allow local organizations to adapt their plans in case of political unrest or economic collapse
Context	Covid-19 Health aspects	Almost certain As a developing pandemic, Covid-19 is and continues to affect the health and wellbeing of rights holders, their organizations and consortium members throughout the course of the program. Health funding and services focus on the pandemic, and deprioritize SRH-R information and services.	Major Until a vaccine is widely available, we will have to navigate with the uncertainty of the pandemic and its impact. Most of the We Lead countries are dealing with mobilization restrictions, and other measures that prevent the work of rights holder organizations to carry out their work as they used to. Healthcare staff moreover is overburdened, and essential medicines and commodities are often scarce, unavailable, or inaccessible. SRH-R is deprioritized.	Yes	Partially	○ Continuously monitor on how the pandemic develops in each country. ○ Flexible planning allows for adaptation according to relaxing or tightening of measures adopted in each country to spread the virus. ○ Abide by locally established measures to control the pandemic. ○ Increase access to online communication for rights holders. ○ Implement a strong program that successfully advocates for better access to SRH-R information and services for rights holders.
Context	Covid-19 Economic deterioration	Almost certain The world economy is quickly deteriorating as a result of the Covid-19 pandemic. Rights holder groups are often the first to feel the effects, as most work in the informal sector and/or are unemployed.	Major At this point it is unclear what the size and duration of the economic effects of Covid-19 will be, only that it will be large. Rights holder's, may struggle to survive, especially those with part-time jobs or supporting family members. This puts extra strain on their resilience. Economic crisis might lead to a lack of financing for the health sector. Disrupted supply chains may lead to the scarcity and unavailability of medicines and commodities. Decreasing government income may also result in a reduction of previously agreed grant amounts. Emergency relief needs may be so big that regular programming becomes impossible.	Yes	No	○ Advocate with international donors to continue supporting SRH-R programs.

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
Program	Relationship breakdown between (some) We Lead partners	Unlikely We Lead is built from previous successful experiences of collaborations among its members. Partners understand and respect each other's needs and capacities. Democratic and participatory decision-making structures are in place, as are mutual accountability mechanisms. There is an open attitude of listening and trust. Hivos has experience in building and managing partnerships.	Moderate Depending on the type of conflict, the effects can vary from minor to major. It will negatively influence the accomplishment of the overall objective, and possibly the practical in-country collaboration. So far no indications of conflict.	Yes	No	- We Lead has a partnership agreement in place which clearly states different levels of responsibility and cooperation among We Lead members. - Governance and management structures are in place (discussed and agreed upon) to address situations early and resolve these quickly. - We lead is ensuring that feedback loops and mutual accountability mechanisms are in place. - We lead is paying attention to listening, open attitudes, and trust-building throughout the program. - Strengthen each member organization, for the continuity of their work beyond We Lead.
Program	Fraud and corruption	Possible No program is exempt to corruption or fraud, but most of the funding and contracting will be done by the consortium members, who have systems and auditing processes in place. We are also working in a context of Covid where we are undertaking desk top assessment as opposed to in person verification and the risk of fraud remains high. However, fraud is damage to an organization's reputation.	Moderate Fraud and corruption can erode community trust and play in the hand of scapegoating, thus undermining the impact of the program. The financial effects of fraud in local organizations or consortium members are likely to be limited, because we assume that the mechanisms in place will lead to swift discovery of any irregularities.	Yes	No	- Working with groups led and working with communities most affected. - Clear contracts that include due diligence and responsibility provisions across the consortium were developed - Policies and practices to prevent corruption and fraud in place at program level, and within each of the consortium members. - Have clear guidelines, practices and values in place to guide decision-making and reporting processes, particularly those related to resource allocation. - Have whistleblower mechanisms in place and share these. At the consortium level specifically: - It is a requirement to share reports, including financial and audit reports, ensure openness and mutual accountability. - Fixed agenda-items in meetings of COAs, program coordination teams, steering committee. Assign an integrity coordinator. At the local level specifically: - Representatives of rights holders will actively participate in assessment panels; share plans and

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
						reports at the COAs to further add to mutual accountability. - Training on safeguarding will include integrity. - Communication from the consortium to the local organizations, and vice versa, about decisions, expectations is and will be ensured.
Organizational	SEAH: Sexual exploitation, abuse and sexual harassment	Unlikely Staff and persons involved in We Lead are committed to create a positive change in the lives of the rights holders. All staff engaged in the program commit to following a SEAH policy.	Major It would jeopardize the trust in the program and the credibility of the consortium. It would have devastating effects at the personal level.	Yes	No	- All partners are required to have strong policies against SEAH, including clear whistleblower processes. - Ensure program staff commit to SEAH. - Train staff and local organizations on SEAH prevention on a regular basis. - Include fixed agenda items in meetings of COAs, program coordination teams, steering committee. Assign an integrity coordinator and a confidential counsellor. - Ensure follow-up and sanctions in case of breaches. - Support survivors (confidential counsellor, psychosocial support).
Organizational	Capacity & workload issues	Possible Working with passionate advocates carries the risk of over ambition, which can lead to burnouts.	Moderate Consequences will be that knowledge and passion about the program are lost. While the impact on the program will be minor, the impact on the personal level is significant.	Yes	Yes	- Support staff to self-care (work life balance) - Monitor staff and take measures when overburdening might happen. - Allow and stimulate local organizations to include possible costs for insurance in their budgets.
Organizational	Safety of staff	Possible Employees could run unnecessary safety risks when traveling, because insufficient precautions have been taken to guarantee their safety and they have not carried out the procedures properly. Even when all procedures have been followed, an incident can occur.	Moderate It would undermine the trust in the program, and would have devastating consequences at the personal level.	Yes	Yes	- Ensure those consortium members and the host organizations in We Lead put in place internal procedures and train their staff to enhance their security and safety. - Allow and stimulate local organizations to include possible costs for insurance in their budgets.

Risk table Area	Risk	Likelihood Rare, Unlikely, Possible, Likely, Almost certain	Consequence Negligible, Minor, Moderate, Major, Catastrophic	Acceptability of risk (yes/no)	Insurance available (yes/no)	Mitigation measures
Technology & Data	Internal data breach	Possible Handling of sensitive data can lead to inadvertent data leaks.	Major Depending on the country, this can bring dangers to groups or persons that are stigmatized or that operate mostly 'underground', particularly women. It can jeopardize their personal safety and security, as well as that of their work. Moreover, it can lead to governmental control.	Yes	No	○ Policies and guidelines on data handling set up and implement at all levels. ○ Ensure that the We Lead safety and security person, as well as focal persons in each COA are up-to-date on preventive measures. ○ Ensure that these safety and security persons take care of training of staff and COAs on keeping data safe. ○ Restrict access to sensitive data.
Technology & Data	Hacking	Unlikely Specific hacking of SRH-R groups seems unlikely at the moment, but could intensify during the course of the program.	Moderate It can lead to sensitive data being shared with hostile actors. This can lead to online and offline harassment, threats and even violence.	Yes	No	○ Use proper safety precautions both in terms of practices and technological defense mechanisms. ○ Have by safety and security focal persons - train staff and COAs. ○ Ensure guidance and support from We Lead's overarching safety and security person.

Annex 2: Work Plan

Outcomes, intervention strategies and main activities			Expected output	Estimated costs	Annual Plan 2022											
Intermediate outcome 1					Month(s)											
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 their SRH-R.																
1.1. Setting up and realising the smooth and inspirational functioning of the CoA				289,331	J	F	M	A	M	J	J	A	S	O	N	D
	1.1.1. Training on development of TOC and inclusive workshop facilitation.	# COA facilitators and consortium members trained on inclusive workshop-facilitation.														
	1.1.2. In nine countries, local organizations have developed individual and/or joint project proposals of good quality.	# and quality of organizational level and joint plans.														
	1.1.3 In nine countries, participatory assessment panels or other participatory regrating mechanisms are operational.	- Manual and training to guide and support the participatory assessment processes. # of participatory assessment panels or other participatory regrating mechanisms # of proposals assessed. # of proposals approved.														
	1.1.4. Making an accessible overview at country level of capacity strengthening needs and capacity strengthening offers, of local organizations and consortium members.	- Overview of capacity strengthening needs and offers per country available.														
	1.1.5. Arabizing SO/GIE/SC training and realizing the training.	- Training arabized # of participants - Feedback of participants														
	1.1.6. Trainings and (linking and learning) workshops for CoA facilitators realized, coaching and support structures in place	# CoA facilitators trained # facilitators confident and able to facilitate, support and coordinate CoA meetings														
1.2 Psychosocial wellbeing and leadership development				724,886	J	F	M	A	M	J	J	A	S	O	N	D
	1.2.1. COA facilitators engage in leadership development and coaching trajectory	# CoA facilitators engaged in trajectory Qualitative conversations with and stories from rights holders.														
	1.2.2. Outreach, engagement and selection process for LILO facilitators	- LILO facilitators engaged and selected														
	1.2.3. Support to COA Facilitators	- COA Facilitators supported to fulfill their role														
	1.2.4. Young women rights holders increasingly take up leadership roles in their organizations, in networks and other joint spaces, and in preparations of (advocacy) events.	# young women rights holders who have a leading role in their organizations, in networks and other joint spaces, and in advocacy events.														

Outcomes, intervention strategies and main activities		Expected output	Estimated costs	Annual Plan 2022											
	1.2.5 Rights holders experience increased wellbeing and are better able to recognize and reclaim their personhood and their personal power, and more deeply understand their rights.	# of processes facilitated. # of participants (by rights holder group). Qualitative conversations with and stories from participants.													
1.3 Knowledge, capacities, skills, tools and stronger networks for SRH-R advocacy.			394,748	J	F	M	A	M	J	J	A	S	O	N	D
	1.3.1. Rights holder organizations and consortium members identify their capacity strengthening needs and contributions for SRHR lobby and advocacy	- Capacity strengthening needs and contributions identified - Overview available													
	1.3.2. SOGIE training for trainers of trainers	# of TOT trained													
	1.3.3. Resource development (online and offline)	- Resource developed to support capacity strengthening of COAs													
	1.3.4. Work with COA and rights holders to develop key advocacy and campaign messages	# of messages developed													
	1.3.5. Workshops at national level for young women rights holders in 5 countries on Maputo Protocol, SDGs, BPFA and Specific AU Campaigns	# of women rights holders trained													
	1.3.6. Train young feminists on participatory SRHR policy, feminist approaches and advocacy work.	# participants													
	1.3.7. Train young women rights holders and their organizations on national, regional, and international level SRH-R policies and laws, and know to use tools and methodologies to influence these.	# young women rights holders and their organizations that have been trained. # young women rights holders and their organizations that participate in policy and decision-making bodies													
1.4 Organisational strengthening			428,760	J	F	M	A	M	J	J	A	S	O	N	D
	1.4.1. M&E training on Outcome harvesting	# of persons trained on Outcome Harvesting													
	1.4.2. Financial independence and resilience training	# organizations have increased financial capacities													
	1.4.3. Training on integrity, SEAH and ethical aspects	# organizations have increased ethics policies that are being used													
	1.4.4. In nine countries, organizations have stronger organizational structures (for example financial-administrative and / or decision-making structures and / or PMEL systems)	# organizations engaged in organizational capacity strengthening activities. Feedback of organizations. # changes in organizational structures.													
1.5 Data and research			258,472	J	F	M	A	M	J	J	A	S	O	N	D
	1.5.1. Youth-led research	- Youth-led research topic selected and research designed													

Outcomes, intervention strategies and main activities		Expected output	Estimated costs	Annual Plan 2022											
	1.5.2 Research into history and online publication (Women's Achievement Timeline) 'live' and updated current SRH-R movement and leaders	- Research realized and online publication 'live' and updated													
	1.5.3. Longitudinal studies on the COAs kick off	# COAs selected, activities started													
	1.5.4 Rights holders and their organizations engage in training on research and data collection, and are able use this in their advocacy.	# trainings in doing research, gathering data or using this information for SRH-R advocacy. # of participants in training disaggregated by rights holder group, gender and age													
1.6 Safety and security, risk and conflict			224,482	J	F	M	A	M	J	J	A	S	O	N	D
	1.6.1. Developing and agreeing on safety and security procedures, including a monitoring and reporting system, mitigation measures and crisis protocols	- Overarching safety and security procedures, including a monitoring system, mitigation measures and crisis protocols in place and implemented.													
	1.6.2. Space to develop and share safety and security mechanisms to mitigate negative backlash	- Participants aware of safety and security mechanisms and able to use mechanisms on the local level.													
	1.6.3. Fine-tune safety and security procedures at the national level, including a monitoring system, mitigation measures and crisis protocols.	# Safety and security procedures operational at the national level, including a monitoring system, mitigation measures and crisis protocols.													
	1.6.5. Safety and security focal persons are trained and coached	# of trainings and coaching sessions													
	1.6.6. Developing and agreeing on overarching risk- and conflict-analysis, monitoring and mitigation procedures	- Overarching risk- and conflict analysis, monitoring and mitigation procedures in place and implemented.													
	1.6.7. Fine-tune risk- and conflict analysis, monitoring and mitigation procedures at the national level.	# Risk- and conflict analysis, monitoring and mitigation procedures in place and implemented.													
1.7 Linking and learning			563,531	J	F	M	A	M	J	J	A	S	O	N	D
	1.7.1. Realizing 'Open' CoA sessions to stimulate cross-over and joint collaborations	# and content of 'Open' CoA sessions # of joint initiatives with organizations or actors not funded by <i>We Lead</i>													
	1.7.2. Preparations for the Feminist Camp in Guatemala and Honduras	- Preparations for feminist camp finalized													
	1.7.3. Introducing and linking local organizations to RDs Youth Collective Platform	- Local organizations introduced and linked to Youth Collective Platform													

Outcomes, intervention strategies and main activities		Expected output	Estimated costs	Annual Plan 2022											
	1.7.4. Innovative crossover initiatives on SRH-R advocacy developed and implemented.	# of young women rights holder organizations, outside actors, 'unusual' and potential allies participating. # of innovative, cross-over initiatives on SRH-R advocacy developed and implemented. Quality of collaborations Feedback of participants.													
	1.7.5. Internal learning and feedback sessions within the CoA, to share and discuss project plans, results and bottlenecks.	# of COA-sessions in which plans and results and bottlenecks are shared and discussed.													
Intermediate outcome 2				Month(s)											
2. The general public increasingly acknowledges and supports young women's SRHR															
2.1 Safe space dialogues to engage a growing number of supportive allies for rightsholders' SRH-R			514,294	J	F	M	A	M	J	J	A	S	O	N	D
	2.1.1. Realizing 'Open' CoA sessions to stimulate cross-over and joint collaborations	# of open sessions realized													
	2.1.2. Opening up space for SRH-R of rights holders on the Sayaran platform	# of participants													
	2.1.3 Create an online platform on which organizations can share information	# of articles on SRH-R of rights holders													
	2.1.4 Train rights holders on tools and strategies to engage in dialogues with their direct environment, influencers and societal leaders, and feel confident enough to do so.	# of trainings and coaching-sessions with rights holders													
	2.1.4 Rights holders engage in dialogue with their direct circles, influencers and societal leaders.	# of dialogues and influencing initiatives by rights holders and their organizations													
2.2 Developing communication and campaigning skills of rightholder groups and CSOs			413,683	J	F	M	A	M	J	J	A	S	O	N	D
	2.2.1. Developing communication capacity of the rights holders and their organizations	# of workshops conducted													
2.3 Designing and implementing campaigns			375,546	J	F	M	A	M	J	J	A	S	O	N	D
	2.3.1. Amplifying rights holders voices through various communication platforms	# of publications													
	2.3.2 Rights holders have tools and strategies to implement activities to influence public opinion on SRH-R	# of trainings and coaching-sessions with rights holders													

Outcomes, intervention strategies and main activities		Expected output	Estimated costs	Annual Plan 2022											
	2.3.3 Rights holders undertake activities to influence public opinion on SRH-R issues	# of influencing initiatives by rights holders and their organizations													
2.4 Engaging media			366,235	J	F	M	A	M	J	J	A	S	O	N	D
	2.4.1. Reaching out to media; informing them about rights holders' SRH-R, and connecting to relevant groups and/or events.	# of publications													
	2.4.2 Positive messages on rights holders' SRH-R on (social) media	proportion of positive messages on rights holders' SRH-R in (social) media													
Intermediate outcome 3				Month(s)											
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.															
3.1 Advocacy, dialogue and training with health service staff			498,655	J	F	M	A	M	J	J	A	S	O	N	D
	3.1.1. Train staff from the Ministry of Health on inclusive SRH-R	- Staff of Ministry of Health trains healthcare workers on inclusive SRH-R													
	3.1.2. Establishment of national health advocacy champions forum	# of healthcare workers with strengthened capacity													
	3.1.3 Rights holders have tools, capacities and skills to engage in dialogue with, create awareness, and train health service providers in issues related to their SRH-R.	# of trainings and coaching-sessions with rights holders # feedback of rights holders													
3.2 Monitoring and research of health service provision			678,799	J	F	M	A	M	J	J	A	S	O	N	D
	3.2.1. Review content of and experiences with Health System Monitoring, SRH-R and accountability experiences to feed into updated health monitoring.	- Updated content for health monitoring methodologies.													
	3.2.2 Health workers/health facility managers attending Open CoA sessions	# health workers/health facility managers invited to and attending Open CoA sessions													
	3.2.3 Research on SRH-R undertaken	# of researches on SRH-R undertaken with and by rights holders (breakdown by rights holder group) # of rights holders using the available data to improve their access to and the quality of SRH-R information and services (breakdown by rights holder group)													
3.3 Lobby to improve accessibility to SRH-R information and services			481,180	J	F	M	A	M	J	J	A	S	O	N	D

Outcomes, intervention strategies and main activities		Expected output	Estimated costs	Annual Plan 2022											
	3.3.1. Stimulate creative expressions to enhance advocacy with SRH-R providers	- Creative expression to improve SRH-R information and services.													
Intermediate outcome 4				Months											
4. Duty-bearers increasingly design, adopt and implement laws and policies that respect and protect the SRH-R of young women from rights holder groups.															
4.1. Local level dialogues and advocacy with duty-bearers to improve laws and policies and / or their implementation			568,097	J	F	M	A	M	J	J	A	S	O	N	D
	4.1.1. Local policy advocacy engagements	# of local advocacy document/ issues developed													
	4.1.2 Comprehensive transfer of LILO inclusion methodology to LILO facilitators within COAs	# of workshops conducted													
	4.1.3 Training and coaching of rights holders to strengthen lobby and advocacy capacities, skills and networks.	# of trainings / coaching with # of participants													
4.2 National level dialogues and advocacy with duty bearers for improved laws and policies and / or their implementation			436,830	J	F	M	A	M	J	J	A	S	O	N	D
	4.2.1. Stimulate creative expressions to enhance SRH-R advocacy to influence duty-bearers	- Creative expression to improve SRH-R information and services.													
	4.2.2. High level policy dialogue engagements	# of high level policy engagements													
4.3 Regional level dialogues and advocacy with duty bearers for improved laws and policies and / or their implementation			439,833	J	F	M	A	M	J	J	A	S	O	N	D
	4.3.1. Stimulate creative expressions to enhance SRH-R advocacy to influence duty-bearers	- Creative expression to improve SRH-R information and services.													
4.4 international level dialogues and advocacy with duty bearers for improved laws and policies and / or their implementation			469,796	J	F	M	A	M	J	J	A	S	O	N	D
	4.4.1. Participation in global events to follow up on international commitments (CSW, CPD, among others)	# of recommendations of RH included in policy documents # of EPU recommendations on SRHR "aceptados por el estado de Honduras"													

**WE
Lead**

**RESTLESS
DEVELOPMENT**
POWERED BY YOUNG PEOPLE

 **fcam**
Fondo Centroamericano
de Mujeres

 **FEMNET**
The African Women's
Development and
Communication Network

 **POSITIVE
VIBES**
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sexual health center مركز الصحة الجنسية

Hivos
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