

# ANNUAL REPORT 2021

## YOUTH EMPOWERMENT IN WEST AFRICA AND SAFE AND INCLUSIVE CITIES



*“This Programme comes to an end, but it is still within all of us because we are the living proof of the programme’s success, and its resilience which was present from its beginning.”*

Young person at the closing workshop in Benin. Congratulations to the youth and hats off to the various youth-led organisations.



*“Ever since I got involved in the project activities, my character changed. I use the advocacy and governance skills to engage rights holders and duty bearers in dialogue debates on safety in our community. I also work as a safety champion in liaison with several stakeholders like police and local leadership structure to address community safety concerns.”*

Young person, Uganda

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# INTRODUCTION

This performance report covers PlanBørnefondens Strategic Partnership (SP) with the Danish Ministry of Foreign Affairs (MFA) and our progress specifically for 2021 as well as overall achievements and main lessons learned for the SP from 2018-2021, with this being the final year of the current partnership. The SP 2018-2021 mainly comprises of two programmes, Youth Empowerment in West Africa (YEWA) in Benin, Burkina Faso, Mali, and Togo, and Safe and Inclusive Cities (SAIC) in Ethiopia, Kenya, Uganda, and Zimbabwe. In addition, our SP includes an Urban Research and Documentation Programme, an Innovation track, Popular Engagement in Denmark, and Unallocated Funds that have been utilised strategically during 2021. The main part of the report addresses progress and learning from the YEWA and SAIC programmes, with shorter sections dedicated to the other initiatives of the SP as well as an overview of the organisational and strategic developments in PlanBørnefondens in 2021 plus follow-up on recommendations given by the MFA during reviews, financial monitoring visits, and annual consultations.

## A. ORGANISATIONAL AND STRATEGIC DEVELOPMENTS

*All Girls Standing Strong Creating Global Change* is our new global ambition for Plan International. In July 2020, we started the first phase of our global strategy update process, and we have as PlanBørnefondens been an active part of revisiting and identifying our key strengths, assessed trends affecting us, and conducted various youth, all-staff and leadership engagements across our global federation. Throughout 2021, PlanBørnefondens has been actively engaged in developing our new global strategy by actively influencing the new global strategy's governing bodies, the Steering Committee, the Programme Committee, transformation of our global headquarters, the global group for financial sustainability, operational excellence and resources, operational efficiency, and the global group for youth and engagement. The key strategic priorities for PlanBørnefondens have been to elevate the global ambitions regarding our global reach, increase the global attention to and involvement in humanitarian contexts and interlinkages between humanitarian assistance and long-term development, and to improve our operational excellence and efficiency globally.

With our new global strategy, we want to strengthen girls standing strong and support girls and young women to learn, lead, decide and thrive in every way possible across the globe – with a global community of supporters, staff, partners, and donors standing in solidarity with them. In June 2021, Stephen Omollo was appointed as our new global CEO, and he is going to guide our global federation to be as best possible for children and young people in all their diversity and their communities. Stephen Omollo has extensive international executive leadership experience in the humanitarian and development sector from the International Red Cross and Red Crescent Movement, the Commonwealth Secretariat and World Vision International, and one of Omollo's first key tasks will be to take lead on the last part of developing our new global strategy.

PlanBørnefondens has impacted the new global strategy to a large extent, and there are a lot of interlinkages between the global and local strategies and priorities. Currently, PlanBørnefondens is developing a new strategy, where we maintain our three focus areas: 1) to secure children a safe and healthy childhood, 2) to strengthen young people as proactive change agents and secure their safety, health, education and jobs, 3) to create resilient local communities and provide humanitarian assistance. Furthermore, these strategic priorities also align with Denmark's Strategy for Development Cooperation "The World We Share" from 2021; a policy process, we are happy to have been engaged in and contributed to in many different ways.

In 2021, a key highlight for us was the MFA's approval of our application for a new cross-cutting SP 2022-2025, where we continue our work for and with children, adolescent and young people in Ethiopia, Burkina Faso, Mali, Zimbabwe, Uganda, Kenya, Benin, and Togo focusing on civil society strengthening, economic independence, safety and well-being, and influence on governance processes. Our SP 2022-2025 has an increased focus on humanitarian assistance, working across the nexus, green transition, and local leadership. Another key highlight in 2021 was when the MFA appointed PlanBørnefondens, together with TANK and Morten Ro, to establish and drive the new youth-centered media *Tingenes Verden* where young people from the Global South are trained in mobile journalism and given the opportunity to tell their own story. In 2021, PlanBørnefondens's Board also decided to establish a youth sounding board with the ambition to include youth perspectives in PlanBørnefondens's strategic ambitions and priorities and assess the way we work based on youth perspectives.

Furthermore, 2021 was also the year where PlanBørnefonden had extraordinary success in terms of securing funding for our work for the coming 3-5 years. Over the last 1-1½ year, PlanBørnefonden has experienced an increase in large scale strategic partnerships incl. with the Danish MFA, the Lego Foundation, and the Novo Nordisk Foundation (Najahna programme in Jordan) as well as large single grants/service contract like the Danish Arab Partnership Programme (DAPP)'s "Youth inclusion and employment" project in Egypt, Jordan, Tunisia and Morocco, the Programme d'Urgence et de Resilience project in Burkina Faso funded by the MFA, and the EU funded project Promoting universal Sexual and Reproductive Health and Rights of vulnerable adolescents in Burkina Faso, Togo, Benin, Sierra Leone, Guinea-Bissau and Guinea. Hence, PlanBørnefonden has strengthened our public-private partnerships and decided to expand our expertise within social impact investment.

## B. ACCOUNT FOR PERFORMANCE AND PROGRESS TOWARDS RESULTS

### PROGRESS TOWARDS REACHING THE SP DEVELOPMENT OBJECTIVE AND ASSESMENT OF OECD DAC CRITERIA

The original Strategic Partnerships of BØRNEfonden and Plan International Denmark were merged under one PlanBørnefonden Strategic Partnership from 2018, following the organisational merger. As a result, the YEWA and SAIC programmes were united under one overall results framework for our SP 2018-2021 with one overall development objective being: *Young women and men in fragile urban areas in East and Southern Africa and fragile rural areas in West Africa are socially and economically empowered, and able to influence development processes contributing to making their communities resilient and inclusive.*

The **impact** of both the YEWA and SAIC programmes have **effectively** contributed to achieving the overall development objective of our SP 2018-2021 through strengthening youth-led civil society, leadership, and partnerships as well as gender transformative behavioral changes among young women and men living in the targeted programme areas (see further on **impact** under each of the cross-cutting and programme specific outcomes). An overall indication of such achievements has been the strengthening of more than 600 youth-led groups annually (601 in 2021) directly engaging 8,493 young women and 9,235 young men (a total of 17,728 young people) in 2021. We have, together with our CSO partners, continuously collaborated with and built their capacities throughout the four years of the SP, which has enabled these youth leaders to advocate for the socio-economic rights of young people and influence local planning and governance in their fragile communities. Compared to four years ago, these young rights-holders have developed key relations with relevant duty-bearers at many levels, who now invite them into development processes and include them in decision-making, which is key in making an **impact** and ensuring **sustainability** of results achieved beyond the SP 2018-2021. Overall, these are quite the achievements considering the challenging contexts of the fragile urban and rural areas, especially in Ethiopia, Burkina Faso, and Mali, and thus support the **effectiveness** of the programme interventions at large and attest to the fact that these interventions have indeed contributed towards making the targeted communities resilient and inclusive.

We have seen throughout the four years of the SP that participatory governance with young people from fragile communities works best when done in conjunction with economic empowerment interventions, showing key aspect of the internal **coherence** of the SP. Frankly put, young people have got to eat and be safe in order to be active citizens, and they have got to know and fight for their socio-economic rights in order to provide and plan for their families as they wish. If young people are empowered to generate income and mobilise resources for their youth-led groups and businesses, they are more likely to have **sustained** motivation and ability to engage in collective action to prevent conflict and violence as well as unwanted pregnancies in their areas. These were the main assumptions in our overall Theory of Change, which have been confirmed throughout the four years of the SP. Recent years of increased fragility due to instability and the Covid-19 pandemic have just further shown the relevance and effectiveness of such holistic youth-led programming. Therefore, the **relevance** and **coherence** created when integrating all the four programme components have been confirmed and will continue to be a key part of our SP for 2022-2025. Further assessment of the OECD DAC criteria is shown when relevant under each of the cross-cutting and programme specific outcomes, in particular for **efficiency, effectiveness, impact, relevance, and sustainability** of the interventions.

The overall results frame includes four outcomes comprising the original outcome formulations for YEWA and SAIC where the theories of change and interventions logics differ for the two programmes out of respect for the partners, the

contexts and the realities of the young people that were part of developing them. In this year's report, we also present our consolidated results and **impact** from the four years together with our main lessons learned and reflections on the implications for future programming. Our account for progress towards these four outcomes of the SP is presented in the following sections. For each outcome, we start by presenting the overall results in line with the summary result framework (see annex C). Then, under each of the outcomes, we account for how outputs and outcomes have contributed to the change achieved at outcome level for YEWA and SAIC, respectively. This includes reporting against the four MFA approved pre-selected cross-cutting indicators (as done for 2020, see annex D) focusing on change in results over time at these outcome levels. Four case studies are also presented under each of the cross-cutting outcomes showing a representative selection of our best practices and approaches within the SP 2018-2021 engagements.

## 1. RESILIENCE – GROWING UP SAFE AND HEALTHY

The SP's overall outcome 1: *Young women and men play an active role in creating safe, inclusive, and stable local environments conducive for healthy youth development and positive transition to adulthood* comprises the two original YEWA outcomes 1a: *SRHR - Young women and men are capable of making well-defined choices about their future (through increased access to information and improved services)* and 1b: *Resilience - Local communities, including young people play an active role in creating safe and inclusive environments for peace and stability*, and the original SAIC outcome 1: *Urban violence and conflict affecting young women and men have declined in fragile urban areas targeted by the strategic partnership*.

Key results and main lessons learned on the specific programme contribution to the change achieved related to this outcome, and implications for future practice will be presented in the following section.

In 2021, there were no major deviations in terms of reaching outcome 1 in relation to the budgets.

### 1.1 YOUTH EMPOWERMENT IN WEST AFRICA – PROGRESS TOWARDS OUTCOME 1A (SRHR)

Progress towards reaching outcome 1a: *Young women and men are capable of making well-defined choices about their future (through increased access to information and improved services)* is measured annually as: *# of young women and men who have access to youth-friendly health services* (crosscutting indicator). In 2021, 321,542 young people in the programme areas (F: 193,056 M: 128,486) had access to youth-friendly SRHR services, which is almost twice as many as in the first year of the programme, 2018, cf. annex C + D.

The figure below presents key output-, outcome- and impact level results related to outcome 1a to illustrate change over time among young people living in the targeted communities.

#### KEY RESULTS 2018-2021 YEWA OUTCOME 1A (SRHR)

##### OUTPUT:

**Mobilisation and capacity building of youth (peer educators) and local authorities (health clinics) etc. (accumulated 2018-2021)**

- 2,503 peer educators (F: 1,177 M: 1,326) have been trained to inform their peers on SRHR
- 183 health centres collaborated with YEWA partners
- 964 health workers (F: 513 M: 451) have been trained in SRHR services adapted for young people
- 733 members of health centre management committees (F: 247 M: 486) have been trained to strengthen their knowledge of national legislation regarding SRHR
- Close to 165,000 young people (F: 96,948 M: 68,402) received information on SRHR through peer-educators

##### OUTCOME:

**Young women and men are capable of making well-defined choices about their future (through increased access to information and improved services)**

- 321,542 young people (F: 193,056, M: 128,486) had in 2021 access to youth-friendly health services in the target area, which is almost twice as many as in the 2018
- 96,948 young women and 68,402 young men received (in 2021) information and advice from peer educators on SRHR rights, possibilities, habits, behavior
- Young women report seeking SRHR services more frequently without waiting for their partner's permission or financial support
- Young people report that boys and young men increasingly accept for their female partners to adopt a modern family planning method

##### IMPACT:

**Growing up safe and healthy**

- Following youth advocacy, 35 health centers practice a reduced cost of certain SRHR services for youth as specified by law, this compared to none in 2018
- Project participants of all generations report a decrease in gender stereotypes and a weakening of the taboos around sexuality in the target communities
- Young people report more youth friendly reception and improved confidentiality in the health centers
- Young people report increased trust between young people and their parents in relation to SRHR

**Increased access to youth friendly SRHR services:** As a key result, young people have increased three-fold access to youth adapted SRHR information and services, allowing them to take more informed decisions in relation to their body, sexuality and their relationships, issues of great importance for their education, economic security, and overall wellbeing (**relevance**). The increased access to information and services has led to a demonstrated increase in young people's knowledge of SRHR and a decrease in stereotypes and taboos around sexuality among young people, but also in the wider communities. This has been achieved by training 2,503 young peer-educators and supporting them in delivering information to more than 150,000 peers (59% girls and young women), and by training 183 health agents as well as 733 members of health center management committees on youth-friendly SRH services, thus improving service quality, and by organising awareness-raising in the community and ensuring the involvement of all generations within the communities.

The strategic combination of meaningful youth engagement, inter-generational dialogue and close collaboration with and strengthening of the health system has been key to the programme's success in this area. It has been **efficient**, because it avoided parallel systems and used existing services and capacities to the extent possible; it has been **effective** in reaching the young people by combining the good relations between peers with the professional expertise of the local health professionals as well as empowering young people while, at the same time engaging adult gatekeepers. Finally, it has ensured **coherence** with the existing health system and with community values and hence **sustainability** of the results. However, an important challenge was financial affordability since this was a key barrier to accessing services especially for young people, and the programme, e.g. in Benin, has encountered the limitations of strategies like increased information and improved service quality, as long as services remain unaffordable for many young people. In Burkina Faso on the other hand, we have seen that the decision to render family planning services free for adolescents has a strong **impact** on uptake of modern contraception among adolescents.

➔ **Implications for future programming:** Therefore, cost alleviation not only for family planning but also for other SRH services, will continue to be a key advocacy ask for future SRHR interventions as part of the SP 2022-2025.

**Peer-educators have been highly effective in reaching young people** with information on sensitive SRHR topics and PlanBørnefonden will therefore continue to use this strategy in SP 2022 - 2025 as further elaborated in the case study *Using peer-education to increase young people's access to SRHR information* on the following page. According to the YEWA midline study, one of the most significant **impacts** of the peer educators' work has been a decrease in early pregnancies in the schools and vocational training centers. Especially in Benin, the data shows a clear tendency with a decrease of 40% over 3 years in the intervention areas.

➔ **Implications for future programming:** To further improve its **effectiveness** during the next phase of the SP, focus will be put on updating the information and facilitation tools and materials that the peer-educators use and ensuring increased alignment with Plan International's standards for Comprehensive Sexuality Education.

**Increased autonomy of girls and young women in deciding when to seek SRHR services:** It has been noted that the uptake of SRH services has been stronger among girls and young women than among boys and young men. This is a positive sign for increased autonomy of girls and young women in deciding when to seek SRH services, without waiting for their partner's approval or financial support, a development that has been reported by programme participants. However, it is important to prevent this positive development to lead to a perception of SRHR being a women's affair that boys and men disengage with. In addition, men also need SRH services, and it is a well-known phenomenon, that men are more reluctant to use health services than women due to masculine gender norms and stereotypes, which interpret the need to seek help or support as a sign of weakness and thus as non-masculine.

➔ **Implications for future programming:** Going forward, PlanBørnefonden will therefore continue to pay particular attention to observing, understanding and addressing this gendered dimension of SRH service utilization, to ensure that the autonomous decision of girls and young women to use SRH services is increasingly accepted.

# CASE STUDY: USING PEER-EDUCATION AS A SUCCESSFUL APPROACH TO INCREASE YOUNG PEOPLE'S ACCESS TO SRHR INFORMATION

**RESULT:** In total, 2,503 young peer-educators (47% young women) have been trained and yearly they have reached around 165,000 young people with SRHR information (59% young women). Young people in the programme areas consider peer-education (PE) the most important source of information and knowledge about SRHR, according to the midterm evaluation. It has contributed to behavioral change in young people, e.g., increased SRHR service utilisation and uptake of modern contraception, leading to a decrease in adolescent pregnancies. In combination with the intergenerational dialogue, it has contributed to lifting the taboo on SRH topics in target communities. The PE approach in the programme areas has been widely noticed, and other national and international organisations, e.g. UNICEF have in some cases engaged the YEWA PEs to carry out information activities in other localities.

*"I have been truly impressed by the program's focus on teens and young people. Before, I was part of a committee in Haho to fight early pregnancy in schools and we did awareness raising sessions with the students to adopt responsible behaviors with lower risk. But YEWAs young peer educators took the committee's influence further. This has led to more sustained work in the fight against early pregnancy, which was the main root of girls' school dropout. Since 2018 until now, behavioral changes in the prevention of early pregnancies have been noticed significantly and we can only thank YEWA for this."*

Secretary General of the Haho Prefecture, Togo



**YOUNG BENINESE GIRL INFORMING HER PEERS ON SEXUAL REPRODUCTIVE HEALTH AND RIGHTS**

**WHY:** Sexuality and reproductive health are taboo topics in Benin, Burkina Faso, Mali and Togo, and it is therefore very difficult for young people to obtain important information on issues like puberty, menstruation, sexuality, pregnancy and contraception, relationships and sexual harassment/assault or sexually transmitted diseases. Adults tend to react negatively to any questions on such topics as they interpret young people's interest as an indication of them being sexually active, which is considered highly inappropriate for unmarried young people.

Gender norms, which prescribe pre-marital virginity for young women and encourage sexual risk-taking for young men as particularly masculine, mean that the lack of information affects both young women and men, albeit in different ways. Health workers are often guided by the same social norms around gender and sexuality as parents and other adults and therefore often receive young people inadequately, when they seek SRH services: they judge them for being sexually active, provide incomplete information or withhold certain services e.g. modern contraception, and violate their right to confidentiality by informing their families.

Young people therefore prefer talking about sexuality and related health issues among themselves instead of with adults. In addition, health services are not easily available in many remote areas and not sufficiently staffed to play the role of key information provider on SRHR for young people.

**WHAT:** The YEWA programme has successfully used a peer-based approach to SRHR information and education, that has allowed breaking the taboo on sexuality related topics and provided young people with essential information even in remote and very conservative areas in West Africa.

The peer-educators can relate to the young people and address sensitive issues, trustfully without taboos. Linking peer-educators with the existing health services supports the translation of increased knowledge to actual service uptake among young people.

**HOW:** The peer-education approach is embedded in the youth-led groups engaged in the YEWA programme. It consists of six steps:

### 1. SELECTION OF THE PES WITHIN THE YOUTH-LED GROUPS, OFTEN MALE/FEMALE PAIRS.

In all countries, the youth-led groups select peer-educators with the support of the CSO partners. In Burkina Faso and Mali PEs have in addition been selected at secondary schools and vocational training centers, because it was difficult to find enough youth-led groups as many groups in these areas involve older members. Regardless of the selection mode for PEs it is important that the community and in particular the parents are informed about the process and the objectives of peer-education. Bringing these adult gatekeepers on board early on is key to avoiding opposition and push-back at community level when engaging young people about these sensitive topics.

### 2. TRAINING OF THE PES BY THE CSO PARTNER, SOMETIMES IN COLLABORATION WITH THE PLAN STAFF.

The training for PEs includes both technical content as well as participatory facilitation techniques. It is important that the training includes awareness of the role of the PE and of its limits: the PEs complement the local health workers, but they cannot and should not replace them. It has also been key to put in place processes for the replacement of PEs who relocate or leave the programme.

### 3. FOLLOW-UP AND SUPERVISION OF THE PE BY THE CSO PARTNERS, SOMETIMES ASSISTED BY THE HEALTH WORKER.

The follow-up and monitoring take different forms, e.g. a monthly monitoring sheet or a direct exchange with the CSO partner. In addition, PEs also support each other. In Mali, for example, PEs have created WhatsApp groups on which they exchange experiences and share lessons learned.

### 4. COLLABORATION WITH HEALTH WORKERS IN INTERVENTION ZONE PREVIOUSLY TRAINED BY THE CSO PARTNERS.

The collaboration is facilitated and accompanied by the CSO partner. Regular, often quarterly, planning meetings are held that involve the CSO partner's coordinator, the PEs and the health workers in a specific area. In some cases, other stakeholders participate, too, e.g. parents or representatives of the regional level health structure.

### 5. INFORMATION CAMPAIGNS AND AWARENESS ACTIVITIES FOR INDIVIDUALS OR GROUPS.

The PEs' activities are planned during the above-mentioned quarterly meetings, based on an established annual plan. They include individual sessions, sessions in small or in larger groups for young people as well as public meetings that involve the wider community. Some activities, such as information campaigns in the neighborhood or in schools are carried out by PEs alone, for others they collaborate with the health workers, who contribute with more in-depth medical information. Referrals of young people to the health services are an important part of PEs' work.

### 6. SUPPORTING INTER-GENERATIONAL DIALOGUES.

While the PE approach builds on the level of trust among young people, enabling young people and specifically young women to take autonomous decisions over their own body, sexuality and relationships requires a change in the social context and to achieve this it is essential to bridge the divide between generations. The PE approach has therefore included inter-generational dialogue involving adult gatekeepers, e.g. through women's groups in Benin, Burkina Faso and Mali, through trade associations in Togo, or through the training of parental leaders in Benin.

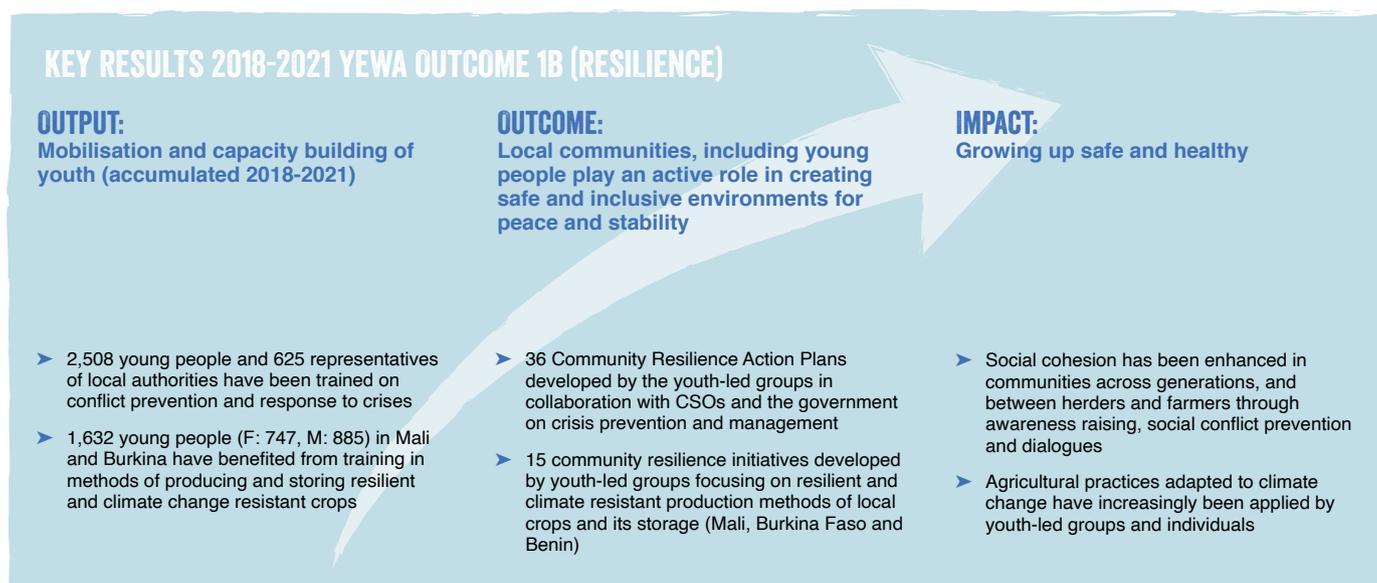
*"At the start of the inter-generational session, I wanted to leave the room, but I was impressed by the information and arguments of the young facilitator. Today, I am convinced that early marriage and early pregnancy is a very bad practice. It occurred in my family, but will now remain a bad memory, and I will spread this message around wherever I am."*

*60-year-old man from Sankarani, Mali*

## 1.2 YOUTH EMPOWERMENT IN WEST AFRICA – PROGRESS TOWARDS OUTCOME 1B (RESILIENCE)

Progress towards reaching outcome 1b: *Local communities, including young people play an active role in creating safe and inclusive environments for peace and stability* is measured annually as *the number of CSO partners taking actively part in national coordination clusters on crisis prevention and management*. In 2021, the total number was 7 CSO partners compared to 8 foreseen which is 88% of the set target. The target has only been partly reached, as the one remaining CSO partner in Mali still was in the process of obtaining membership status in December 2021. None the less, there has not been any major deviations related to this outcome nor budget in 2021, which shows the interventions have been both **effective** and **efficient**.

The figure below presents key output-, outcome- and impact level results related to outcome 1b to illustrate change over time among young people living in the targeted communities.



**Increased engagement by both the youth-led-groups and local authorities to work together** on issues like conflict prevention and mitigation, climate change adaptation, nature conservation, and strengthening of human rights protection mechanisms, and more than 4,000 young people and 625 representatives of local authorities have received training. This has resulted in the development of 36 local action plans which are currently being implemented.

**Enhanced social cohesion between herders and farmers across generations in communities:** Challenges related to social conflicts such as land disputes about unregulated land sales; conflicts between farmers and herders over the use of land; socio-political crises; and conflicts between different groups, have been addressed by CSO partners with relevant conflict prevention and mitigation approaches, which have succeeded in bridging the gap between the different groups and enhancing social cohesion and peaceful co-existence in the communities. Some of those relevant initiatives include inter-community and inter-generational dialogues, which have led to improved mutual understanding between groups being in frequent conflicts with each other, as for example herders and farmers in all the four countries; and establishment of land management committees to regulate the uncontrolled sale of land in Togo and Burkina Faso.

**Increased resilience to climate change among communities:** Challenges related to climate change such as deforestation, drought, irregular rainfall etc. have been addressed directly by the programme with relevant adaptation of agricultural and community practices such as:

- the development of innovative strategies based on soilless agriculture to minimize the effects of insufficient water on vegetable production in Burkina Faso
- production of organic fertilizer in Mali and Burkina Faso
- growing climate-resilient crops such as maize, rice and sesame seeds
- making storage systems to protect those crops in Mali, Burkina Faso and Togo
- protection of the environment through community reforestation and the reduced use of pesticides in Togo, Benin and Burkina Faso

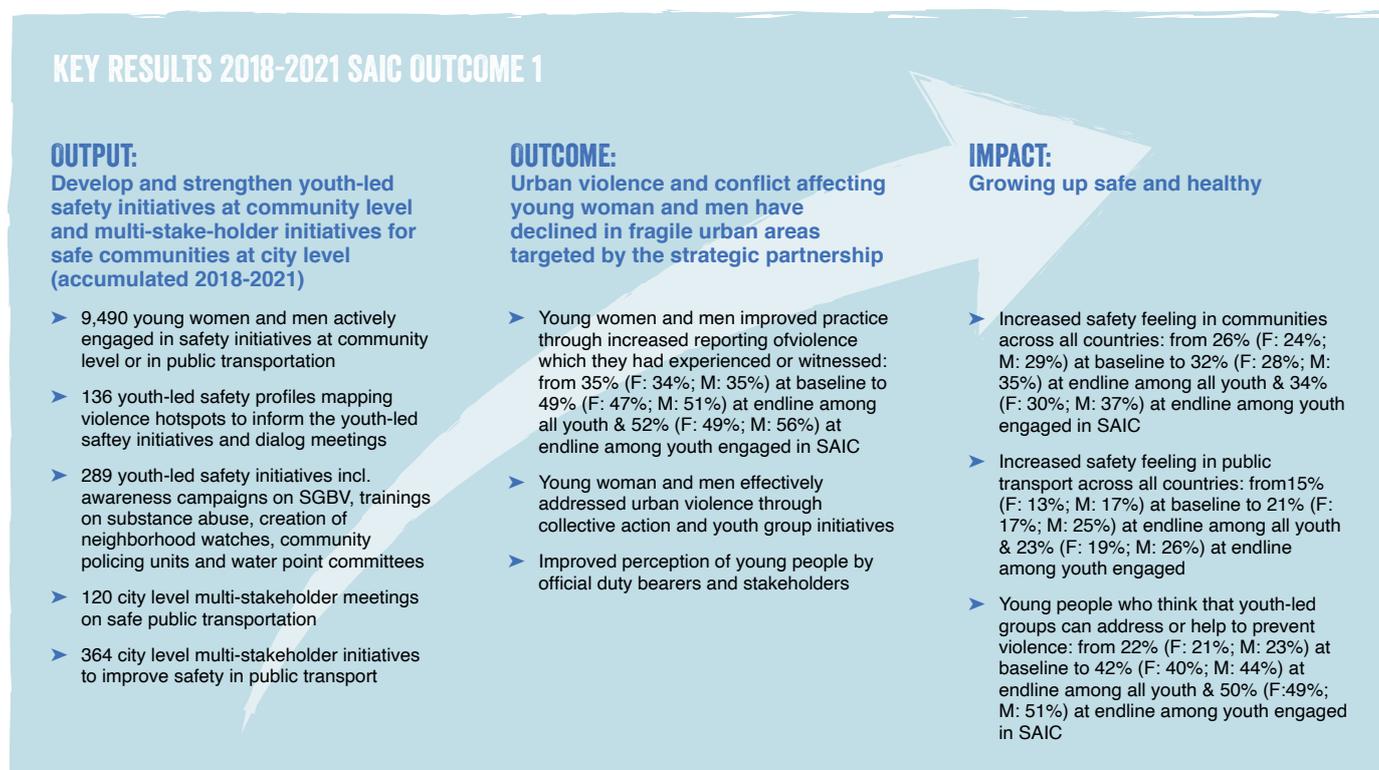
These agricultural adaptations also illustrate the **relevance** of the very **coherent** programme approach, as they do not only make the communities more resilient to climate change but also ensure green jobs such as selling food products instead of production and sale charcoal in Togo, now that the agricultural production is more reliant for the farmers to generate a proper income. The **impact** of the programme is **sustainable** assuming that the agricultural adaptations will remain after the programme as it benefits the farmers themselves, and the young people have undergone a behavioural change through the programme, changing attitude from waiting for others to solve their problems (such as the government or NGOs) to understand the need to make a change themselves where they can.

➔ **Implications for future programming:** Therefore, we will build on the good practices above from the first four years of programming in the SP 2022 - 2025, and continue the work on conflict prevention and social cohesion focusing on resilience to climate change.

## 1.3 SAFE AND INCLUSIVE CITIES – PROGRESS TOWARDS OUTCOME 1

Progress towards reaching outcome 1: *Urban violence and conflict affecting young women and men have declined in fragile urban areas targeted by the strategic partnership* is measured annually as *the number of young women and men actively engaged in safety initiatives at community level or in public transportation*. In 2021, the total number of young women and men who actively engaged in safety initiatives at community level or in public transportation was 1815 (F: 928; M: 887), which is 113% of the target set at 1610 young women and men, cf. annex C, and thus shows the **effectiveness** and **efficiency** of the interventions as there are no major deviations in terms of reaching the outcome and in relation to the budget.

The figure below presents key output-, outcome- and impact level results related to outcome 1 consolidated over the course of the four-year programme to illustrate change over time among young people living in the targeted communities cf. annex C. We present estimates for young people in general (random sample of the young people; general youth) and young people who engaged in the SAIC programme (subgroup of the sample of general youth based on self-reported level of engagement in the SAIC programme), respectively, and reflect on programme contribution and impact in the sections below.



**Positive behavioral change among young people in acting on their rights to living free from violence:** The programme contribution to this outcome across the SAIC programme is strongly reflected in the pre-selected cross-cutting outcome indicator: *% of young women and men who report violence or harassments to a reporting structure* measured among young people who had experienced and/or witnessed violence. This has been measured throughout the course of the four-year programme at base-, mid and endline among representative samples of the young people living in the

targeted communities. The average baseline value across all four countries was 35% (F: 34%; M: 35%) among all youth and increased significantly to 49% at endline among all youth living in the targeted communities (F: 47%; M: 51%). For youth engaged in SAIC, the proportion was slightly higher at endline: 53% (F: 49%; M: 56%) indicating the **effectiveness** of the programme interventions on reporting of violence, cf. annex C + D. This quite significant increase of a positive difference of 14-18% between baseline and endline in young people who reported cases of violence reflects how the young men and women have been empowered to effectively act on their rights as well as indicates improved trust in the system of reporting mechanisms after they have established a crucial collaboration with local authorities, communities, and the police. Particularly, the increase in people reporting cases of violence among the sample of general youth strongly indicates the **coherence** of the different SAIC programme interventions, especially the youth governance interventions of promoting safety in the targeted communities. This is because the effects of these interventions reach all community members and thus reach far beyond the youth directly engaged in the safety interventions. This same principle goes for all positive effects shown among this group of general youth in the other key outcome indicators presented in relation to increased safety in communities, as presented in the following sections. Despite the positive trend in reporting violence, it is worth noting the relatively low reporting rate of about 50% which is still concerning and needs to be further addressed in future programming. Furthermore, there is a gender gap in terms of reporting as the increase in reporting is 7% lower among young women than men. The main reasons for not reporting (as stated by the young people who do not report) are fear of retaliation and fear of victim blaming, while secondary reasons include not believing it will make any difference to report.

**Increased empowerment of young people to address and prevent violence:** A drastic increase between baseline and endline is seen in the number of young people who believe that youth-led groups can address or help to prevent violence which at baseline was 22% on average across all four countries, whereas in 2021, this increased to 42% among all youth. This was even higher with 50% among young people engaged in SAIC. This increase of more than twice as many young women and men believing that they could effectively contribute to addressing the issue of violence is a strong indicator of how the SAIC interventions, particularly the safety interventions helped young people to improve their self-confidence to speak out for their right to live free from violence. These key results speak to an important **impact** of the programme which is increased empowerment of young people to address and prevent violence.

**Increase in safety feeling in public spaces and in public transportation:** A key **impact** measure of the SAIC programme is young women and men's self-reported feeling of safety in their communities and in public transportation. This showed a 6-8% increase from baseline to endline among all youth, and youth engaged in SAIC across the four countries, respectively, cf. annex C. This positive trend in the feeling of safety should be interpreted in an overall context of increased levels of violence during the Covid-19 pandemic, as evidenced widely in external documentation as well as in the SAIC targeted communities cf. annex C. While the gender tendency in terms of the safety feeling in public spaces across all countries is that young women feel less safe than young men, it is still significant that young women feel safer at the time of endline compared to baseline, which is of great importance.

The SAIC programme approach of strengthening awareness on rights and forms of violence, risk and protective factors of violence, and skills on safety planning and young people's ability to act on creating safe and inclusive urban environments (together with stakeholders) has been highly appreciated and **relevant** among youth across all four countries. This has contributed to an increased feeling of responsibility to making their communities safe – acting as change agents – which in effect has strong linkages to their perceived safety feeling in their communities. Young people now feel proud to be part of finding and implementing solutions to problems affecting their communities, and therefore, they will have the zeal to continuously carry out safety initiatives beyond the programme, thereby ensuring **sustainability**. Furthermore, the safety profiles/maps proved to be an **effective** means for sensitization and mobilisation of other community members to engage in the safety initiatives thus increasing social cohesion of the targeted communities.

➔ **Implications for future programming:** To further strengthen the work on violence reduction and prevention in future programming emphasis should be on using the in-depth extensive evidence collected during the SAIC programme. This includes research findings on how violence manifests in the communities incl. perpetrator and victim profiling and bringing this into programmatic practice going forward in supporting the further development of the interventions in the SAIC countries and other programmes addressing prevention of violence across Plan International.

## CASE STUDY: A SUCCESSFUL APPROACH OF GOING FROM BEING A PERPETRATOR TO BECOMING A SAFETY CHAMPION

How the SAIC approach has contributed to the positive transformation of young people previously engaged in criminal activity to becoming safety ambassadors of their communities.

By virtue of the SAIC programme being inclusive, we work with all young people and do not discriminate against any young person from participating in the programme. A major achievement with this approach is a significant behavioral change for many of the targeted young people particularly youth who used to commit violence who are now promoting safety instead, thereby effectively achieving the result we aimed for in terms of contributing to decreasing/preventing violence. This is exemplified in this case study which consolidates evidence from Uganda and Kenya on experiences of SAIC among certain groups of people who were previously engaged in violence.

**RESULTS:** Many young people's lives transformed through their participation in the SAIC programme; from being drug addicts, bullies, and gangsters to now fighting for the rights of their fellow youth, and to guide and counsel families and community members to reduce violence within their communities. This derived effect of the SAIC programme representing a *peer-to-peer approach*, has resulted in former gang members and drug addicts to becoming role models for their peers as they reach out and use their skills and information attained from the CSO partners to teach their peers on these topics, thereby convincing more people to change than just those, who had been directly targeted by the programme, and generating greater reach and impact in terms of preventing substance abuse and violence.

A young man from Uganda made the decision to refrain from drugs and substance abuse and instead use the time to advocate for a drug free community, thereby turning his life from a gangster to being a safety champion. He championed safety through *peer-to-peer* interaction with support of local leaders and fellow safety champions, and now uses the skills and the information he attained to reach out to fellow young women and men educating them about the dangers of drug and substance abuse. Through his savings group he closely collaborates with local leaders to extend the anti-drugs message across the community.

*"I never looked at drugs and substance abuse as a factor that contributes to unsafe communities but today, my mind-set is changed and I have pledged to share the experiences and knowledge with fellow young men and women."*

Young man, 22 years old, Uganda

*"The involvement in project activities has empowered me with multifaceted skills like advocacy and governance, self-esteem, public speaking, body confidence and networking which has helped me to strengthen my leadership ability and represent my fellow young people in dialogue forums"*

Young man, Uganda

*"I am now a safety champion and I advocate for community safety not violence. When I stand to speak, my fellow youth harken to my voice. I have the ability to calm a violent situation in case it arises among the young people, a skill that I attained during the safety tool-kit training."*

Young man, Uganda



**YOUNG UGANDAN MAN SPEAKING TO FELLOW YOUNG PEOPLE ABOUT THE DANGERS OF DRUG AND SUBSTANCE ABUSE**

**WHY:** Crime and gang violence is widely manifested in the informal settlements of the programme areas, where many young people are involved in drug abuse which contributes to a life of being a gangster involved in harassment and violence crimes including; petty theft, robbery, bag and phone snatching etc. As a young man from Uganda puts it when describing his life before engaging in the SAIC programme:

*“I was a drug addict and a recruiter of fellow young people in gang groups. We spent most of our time chewing marijuana and harassing people in the community because we felt big and untouchable under the influence of drugs. Prior to my involvement in the project activities, I used to be a member of a gang robbery that broke into people’s houses late in the night; I was always participating in violence, using abusive and vulgar language in the community. As a young man I used to do everything violently and I loved violence very much, to the extent that I could force violence to happen even when it was not meant to.”*

**WHAT:** Working together with the local leaders, the CSO partners mobilised vulnerable young women and men and provided *Safety toolkit training* which has equipped young people with knowledge and skills about crime and violence; its manifests, drivers and most importantly the role they can play to address the same. During the training, they were challenged to identify different safety challenges in their communities, and then work collaboratively with their local leaders to find a solution.

The change process starts with identification of the young women and men who were using drugs, being violent and harassing people, including existing criminal gang groups, their members and leadership, their areas of operation and the various criminal and violent activities they do. This identification was partly done through safety profile and hot spot mappings. The next step was to sensitise these youth on the dangers of drug and substance abuse, find out if they were willing to change and actively include the youth in the identification of the kind of alternative activities, projects, or initiatives they were willing to engage in to transform their lives.

**HOW:** One of the reasons for the success of this approach is the very participatory and inclusive approach in the programme, including working with gang members and other perpetrators of violence in a non-biased way.

Another reason is the *coherent* approach of the entire programme, ensuring to include all the relevant stakeholders in the process and bridge the gap between duty bearers and youth in offering alternative income to crime and a way out of drugs; access to treatment of substance abuse and access to productive activities (like making briquettes, urban farming, furniture making, outside catering, hairdressing, tailoring, etc.).

This way youth become extra motivated to get away from their negative coping strategies, abandoning their drug abuse and criminal activities and thereby contributing to reducing the level of violence in their urban communities.

## 2. SOCIAL AND ECONOMIC EMPOWERMENT – STARTING A PRODUCTIVE WORKING LIFE

The SP's overall outcome 2: *Young women and men are socially empowered and increasingly economically self-reliant* is measured across the two programmes as the % of young women and men who have access to work and/or other income generating activities (cross-cutting indicator). The outcome comprises the original outcome for the YEWA programme: *Young women and men are capable of making well-defined choices about their future, complete an education and become self-reliant* as well as the original SAIC outcome: *Young women and men in the informal sector have safer, more decent and sustainable economic opportunities*.

For this cross-cutting indicator, we see a significant increase compared to baseline results. In 2018, (at baseline) 30% of all young women and men who participated directly in the programme had access to work and/or income generating activities whereas in 2021 (endline) that percentage had increased to around 60% (cf. annex C+D). For the YEWA target group – where there is unfortunately no baseline - we see around a third of the programme participants reporting “increased economic self-reliance” when asked to compare to when they started participating in the programme. For SAIC it is probably just as relevant that even for the general youth *who was not directly engaged in programme activities* there is still a significant increase from 30% to 51% of youth who had access to work and/or income generating activities.

Generally, this speaks to the programme's overall success in achieving its objective under SP outcome 2. It also makes us draw an interesting conclusion: Despite an overall very holistic programmatic focus with proportionally limited direct investments in classical economic empowerment interventions the programme shows significant **impact** in regards to economic empowerment across the entire direct target group as well as strong **effectiveness** when it comes to benefiting not just the direct participants but also the wider community.

The data presented further below also suggest a high degree of **relevance** for a) strengthening the access to decent income opportunities of young people (and the relevance was only increased with the erosion of economic opportunities brought about by the Covid-19 pandemic) and b) the means deployed by the programme to do so. It is especially the combination of ensuring that skills development is market responsive; support to the development of strong business plans; awareness of the technicalities of accessing funds from both the public and the private sector; and the strong focus on building the capacity of young people increasing their confidence, agency and belief that their actions matter both at the individual and at the community level.

➔ **Implications for future programming:** Continuation of the holistic youth programming approach.

Specific results and lessons learned from the YEWA and SAIC programmes are presented in the next two sections.

## 2.1 YOUTH EMPOWERMENT IN WEST AFRICA – PROGRESS TOWARDS OUTCOME 2

### KEY RESULTS 2018-2021 YEWA OUTCOME 2

#### OUTPUT:

Mobilisation and capacity building of youth (peer educators), skills development of young people and capacity building of schools and relevant authorities and stakeholders (accumulated 2018-2021)

- 173 secondary schools, 30 technical schools and the Min. of Edu. collaborated with YEWA partners to promote non-violent and gender-sensitive teaching methods, child protection and girl's education
- 2,381 young people (F: 1,141, M: 1,240) trained as peer educators on socio-economic rights, entrepreneurship, and financial possibilities
- 15,180 young people (F: 7,321, M: 7,859) involved in skills development (e.g., entrepreneurship, financial literacy, life and technical skills)
- 7,146 young people (53% women) have developed and submitted their business plans to microfinance institutions or national finance programs

#### OUTCOME:

Young women and men are capable of making well-defined choices about their future, complete an education and become self-reliant

- Young people concerned by the education without violence approach, gain self estimation, act on their life and enter increasingly into dialogue with adults
- 50,146 young people have in 2021 received information and advice from peer educators on socio-economic rights, entrepreneurship, and financial possibilities
- 1,490 young direct programme participants (54% women) have obtained financing for their business plans. Of these 771 in 2021
- 38% of all business plans submitted by youth to an IMF or a financial project by direct programme participants have been financed.
- 28% of youth (F: 20%, M: 37% F) interviewed at the endline study have received a loan (formal or informal) for their economic activities, compared to 15% at the midline study

#### IMPACT:

Young people succeed in starting a productive life

- 6,024 girls enrolled for vocational training in 2021 in the intervention areas compared to 521 in 2018 for the same areas
- 56% (F: 51%, M: 61%) of direct programme participants responded that they had access to work and/or other income generating activities, compared to 52% (F: 45%, M: 59%) of general youth
- 30% (F: 25%, M: 34%) of youth have expressed increased economic self-reliance at endline study

**Young women and men experienced greater economic self-reliance:** The quantitative data in the diagram above shows documents key programme outputs and what we consider substantial evidence of the programme's effectiveness in reaching much of the desired impact at the individual and community level under this outcome. Over the course of the four years a total of more than 15,000 young women and men were directly involved in skills development (e.g. entrepreneurship, financial literacy, life and technical skills) with many of them reporting greater economic self-reliance. For 2021 the number was 4,157 a bit below the target of 5,070.

**A substantial number of young people developed business plans** (more than 7,000) and we have documented an increase in the proportion of the young people getting access to finance based on their business plans. This is worth noticing as *a)* almost all the 1,490 young direct participants (54% women) who managed to get their business plans funded, did this during or after the Covid-19 pandemic with its negative impact on local economies; and *b)* the programme did not have its own funds for financing businesses (except in context where we worked with IDPs) but relied on partnerships *with* and linkages *to* finance providers (MFIs, banks and other financial service providers) as well as the facilitation and promotion of saving schemes. As an example hereof, a representative of ADIJR, a CSO partner in Burkina Faso (see also the following case) recorded a huge progress in financing youths and in particular women's applications enabling the creation of 113 microenterprises while strengthening 514 existing businesses.

➔ **Implications for future programming:** Continue the support to access finance through concrete partnerships *with* and direct linkages *to* financial providers and promotion of and support to young people to start whatever small savings themselves.

**Creating a more enabling environment for young people's economic empowerment** has been a key feature of the interventions related to this outcome has been the focus on Significant changes include concrete partnerships with financial institutions leading to the inclusion of young people into their standard target group (especially in Burkina Faso); favorable policy changes for example in Togo where the Municipality of Haho reduced the monthly business tax for young people; TVET institutions in Benin which changed the content of their curricula based on market assessments conducted and shared by some of the youth-led groups involved in the programme; and agreements with larger businesses to open up their enterprises for young people through mentoring or by including young entrepreneurs in their value chain. The peer education received by more than 50,000 young people – many whom would most likely not have received such information through other channels – is also a feature that has created a more enabling environment. All this work promoting an enabling environment - together with the capacity building of the participating youth-led groups - is key for what we consider to be a rather high degree of sustainability of the results under this outcome.

➔ **Implications for future programming:** Peer-education has been highly relevant when it comes to spreading information about support possibilities, but the approach also has limitations as peer educators without their own experiences of successful entrepreneurship/accessing finance cannot offer effective mentorship and coaching.

**Promotion of non-violent and gender-sensitive education:** Finally, we would like to highlight the results from the programme's engagement with around 200 educational institutions (secondary and technical schools) on promotion of non-violent and gender-sensitive education cf. annex C. Here the data shows incredible results with a factor-12 increase in the number of young women attending vocational education in 2018 compared to 2021 (from around 500 to 6000) in the programme areas. The CSO partners also helped change the workplace culture mainly in master craftsman enterprises (1 person enterprises with typically between 4-10 apprentices). Particularly in Togo and Benin, the CSO partners have successfully facilitated social dialogue and partnerships to ensure better treatment of apprentices by employers.

## CASE STUDY: ENTREPRENEUR AND YOUTH-LED BUSINESS DEVELOPMENT SUPPORT TO RURAL YOUTH IN BURKINA FASO

In Burkina Faso the youth-led CSO partner for the Development and Integration of Rural Youth (ADIJR) has specialised in economic empowerment of young people. ADIJR has been a pioneer in economic empowerment of young people, particularly in support to young entrepreneurs (offered by other young entrepreneurs) and access to institutional financing mechanisms.

**RESULTS:** The work of ADIJR shows that with relatively modest support, a significant impact can be achieved in terms of the financial empowerment of young people - and ultimately of their family and community:

From 2018-2021, 2,522 young women and 2,081 young men have submitted business plans to a potential finance provider, out of which 506 women and 392 men obtained funding, most of them through institutional funding schemes like MFIs/ bank loans/state financing schemes.

The results show that young women are equally as successful in obtaining funding for their business as young men.

These results are mainly from the last two years (2020-2021) where capacity building enabled ADIJR to refine and scale their work.



**YOUNG WOMAN, 29 YEARS OLD, HAIRDRESSER IN THE COMMUNE OF GOGO, BURKINA FASO**

*"Thanks to ADIJR I had access to entrepreneurship trainings and funding. The different courses I had in business planning, management tools usage, and credit negotiation have been of considerable help in the development of my business. This education supplemented by the facilitator's coaching allowed me to win business competitions which gave me funding. ... I believe that an economically empowered woman is spared from gender-based violence and earns respect from her husband as well as from society."*

Young woman, hairdresser in the commune of Gogo, Burkina Faso

**WHY:** Many young people in Burkina Faso do not have a (stable) income, and the possibilities of wage employment are very limited particularly in rural areas. What they often have are business ideas, but the lack of financial means and many times also necessary entrepreneurial and technical skills hampers their ability to successfully start-up, manage and/or grow a business of their own. For the young people who have sound business plans, it is particularly difficult to secure their first, crucial funding from MFIs or other financing opportunities due to the lack of collateral/guarantee funds.

**WHAT:** ADIJR provides support for both individuals and groups, e.g., for cooperatives or groups of producers, but the model is developed mainly to cater for individual young entrepreneurs. The youth-led CSO partner divides the young people into four specific subgroups: a) young people with the idea for a micro-enterprise (but without the financial means or skills for its realisation, often school dropouts, or graduates without jobs), b) young people already active e.g. in agriculture, informal business or as a craftsman but without an efficient production / business and with very limited access to funding for expanding their business or making it more efficient; c) young people without any activity, often women but not only, most often out of school, including marginalised young people, e.g. disabled youth, or d) youth in emergency situations, either IDP or host community. The figure below shows the typical support process:



*\*Support to gain autonomy can include organisational strengthening, support for formalisation of production units and/or certification of products as well as supporting the setup of a network of producer cooperatives.*

**HOW:** ADIJR's approach is rather classic and contains most of the elements of many other entrepreneurship intervention. We are convinced that key reasons for the youth-led CSO partner's effectiveness has to do with their methodologies of which the following should be highlighted:

- The Business Development Center, Le Centre Yam la Tuuma signifying in local Mooré language «ideas for better acting and enterprise, which is a **multifunctional center offering different paid services in business development and entrepreneurial training and advice**, but free of charge for the youth participants.
- Employees and volunteers with a **personal entrepreneurial commitment who function as role models** and can share their concrete experience with young people engaging in entrepreneurship.
- **The concept of technical and moral guarantee:** Given the difficulties of young people to obtain funding from formal MFIs, ADIJR is working strategically to facilitate access by constituting a moral guarantee and a technical resource, hence the importance of having the minimum of internal capacities for young people towards potential funders.
- **Multisectoral partnerships including governmental structures at regional level**, e.g. national employment agencies, relevant ministries such as Ministry of Agriculture and Livestock; Ministry of Youth and Women as well as with the private sector (enterprises and MFI).
- An approach including **“indirect” targets: the spouses of the young women supported** (or the parents in the case of young women) are sensitised to obtain their support for the entrepreneurship activities of the young women. These spouses/parents are essential targets for the success of the entrepreneurship of the young women in the local context.
- The availability of **holistic youth counselling in both socio-economic rights and SRHR**, including a digital platform for advice, training and guidance for young people and a toll-free number for young people in remote locations or to make an appointment for an on-site interview on a specific day at the Centre.

## 2.2 SAFE AND INCLUSIVE CITIES – PROGRESS TOWARDS OUTCOME 2

### KEY RESULTS 2018-2021 SAIC OUTCOME 2

#### OUTPUT:

Empower young women and men to access decent employment (+ self-employment) opportunities, and develop multi-stakeholder initiatives for decent work opportunities and conditions (accumulated 2018-2021)

- 76 youth-led market surveys by young women and men in the informal sector outlining gaps in skills, work conditions, value chains, training providers, employers and access to finance needs
- 273 youth-led work initiatives promoting decent income opportunities, including start-up materials, exposure to new markets, developing business plans, mentoring support to youth-led businesses, and peer-to-peer exchanges
- 71 city level multi-stakeholder forums, including private sector, labor unions, TVET institutions, MFIs and government stakeholders
- 81 city level multi-stakeholder initiatives addressing barriers for accessing decent work opportunities

#### OUTCOME:

Young women and men in the informal sector have safer, more decent and sustainable economic opportunities

- 9,786 (F: 5,438, M: 4,348) young women and men was involved in skills development, such as entrepreneurship, financial management, career guidance, mentorship, life and technical skills
- Young people who think that there is equal opportunities for all women and men where they work: from 22% (F: 22%, M: 23%) at baseline to 22% (F: 23%, M: 21%) at endline among all youth & 27% (F: 26%, M: 29%) at endline among youth engaged in SAIC SOYEE interventions
- Young women and men who can express concerns without fear while at work: from 34% (F: 32%, M: 37%) at baseline to 41% (F: 42%, M: 41%) at endline among all youth & 46% (F: 45%, M: 48%) at endline among youth engaged in SAIC SOYEE interventions

#### IMPACT:

Young people succeed in starting a productive life

- Access to work and/or other income generating activities: from 30% (F: 26%, M: 35%) at baseline to 52% (F: 44%, M: 61%) at endline among all youth & 61% (F: 54%, M: 67%) at endline among youth engaged in SAIC
- Young people who think that local decision-making is inclusive and responsive to advocacy initiatives for access to decent employment: from 8% (F: 7%, M: 9%) at baseline to 28% (F: 27%, M: 28%) at endline among all youth & 34% (F: 34%, M: 34%) at endline among youth engaged in SAIC

The data presented in the figure above presents evidence of the SAIC programme's **effectiveness** in reaching the desired **impact** at the individual and community level under this outcome. Over the course of the four years, close to 10,000 young women and men have been directly involved in skills development (e.g. entrepreneurship, career guidance, technical training etc.). For 2021, the number was 2,521, far above the target of 1,655. As already described in the introduction to this outcome, the **impact** measured on young people's access to work has been significant particularly for those who participated directly in programme interventions, but also of their peers in the targeted urban communities. The endline study also recorded a significant relationship between access to work and completion of vocational training across all four SAIC countries.

#### Young people increased knowledge of procedures and requirements needed to access finance for business start-ups or growth:

The combined 273 youth-led work initiatives and 71 city-level multi-stakeholder forums described in the diagram collectively built the foundation for young people to know where and how to access both private and public financing. According to the endline, significantly more young people reported knowing how to apply for funds for youth-led businesses (e.g. 26% to 51% in Kenya). Covid-19 impacted access to finance heavily with an overall decrease in access to finance from baseline to endline (34% to 22% gaining access to formal and informal financial services). However, the chance of accessing formal or informal loans to start a new business or support an ongoing business was 5.6 times higher for young people who knew how to apply for funds targeting youth-led businesses representing a strong indication of programme effectiveness of the youth economic empowerment interventions.

- ➔ **Implications for future programming:** The general knowledge gap about where and how to access finance is significant and must be addressed in economic empowerment interventions. However, in times/context of crisis when financing opportunities become limited it is relevant to consider the need for increasing the pool of financing opportunities such as revolving funds.

**The programme has been effective in reaching a high number of young women and men:** Testimonies from the young people themselves show the benefits of the skills development for shaping their own employment path. For those young people accessing funds (formal and informal loans) we see significant results in terms of improvement in their income and their ability to pay back these loans. This confirms the **impact** of the supportive

measures offered with support from the programme such as mentorship, training on business management, skills development. It is also worth noticing that only 33% of young men have started repayments while the percentage for women is around 78% confirming how empowering the funds have been to participating young women in particular.

**The SAIC programme has also addressed the conduciveness of the work environment** as this is also highly **relevant** for young people's access to safer, more decent and **sustainable** economic opportunities. Aggregated study data shows significant improvements in freedom of expression at the workplace – from 47% at midline to 59% at endline. And particularly in Ethiopia, endline results show a 15% increase in the proportion of SAIC participants reporting satisfaction with their ability to express concerns without fear at the workplace - from 47% at midline to 65% at endline.

Despite at specific attention to the challenges experienced by young women compared to young men the gender aggregated analysis shows that significantly more young men than women reported that they were involved in work in the targeted communities. Specifically, the odds of young men people accessing decent work was 2.7 times higher for male youth than female youth.

➔ **Implications for future programming:** SAIC interventions under outcome area two have centered mainly around capacitating young people. In the future it is relevant to strengthen the engagement with especially the young people's families in order to address some of the gender norms that are driving the gender gap.

Finally, we want to highlight what we consider the key features ensuring the **sustainability** of the results of our interventions. There are clear indications – as described above - that the collective influencing of young people participating in the programme has translated into a more enabling environment for young people's economic empowerment. Equipping local, youth-led organisations to lead local initiatives and multi-stakeholder fora requires a bigger investment than having professional NGOs doing this work, but the result is of this approach is well documented: a huge increase in the percentage of young people who experience that their influencing work matters, that they can bring about change (from 8% to 34% who think that local decision makers are responsive to their advocacy initiatives for access to more decent employment).

### 3. EXERCISING CITIZENSHIP - YOUNG AGENTS OF CHANGE

The SP's overall outcome 3: *Strong youth-led CSOs promote the rights of young people and influence local planning and governance* comprises the original YEWA outcome: *The young women and men take a leading role in the promotion of their rights and act as change agents for democracy processes, peace and stability* and the original SAIC outcome: *Through strong CSOs, young women and men are influencing urban governance and planning on safety and economic opportunities.*

For this outcome there is one pre-selected *cross-cutting outcome indicator*: *% of young women and men who think local decision-making is inclusive and responsive in relation to advocacy initiatives for increased access to youth-friendly services and decent employment*

For this indicator, we see a significant increase across the eight countries cf. annex C + D.

- In YEWA, the percentage of young women and men who think local decision-making is inclusive and responsive increased from 77% at baseline (F: 74%, M: 80%) to 96% at endline (F: 95%, M: 98%), thus a 19% increase.
- In SAIC, the percentage of young women and men who think local decision-making is inclusive and responsive increased from 8% at baseline (F: 7%, M: 9%) to 28% at endline (F: 27%, M: 28%), thus a 20% increase.

The significant percentage wise increase of about 20% across both programmes can be explained by the following key results:

**Improved collaboration between youth-led groups and local authorities:** Four years of supporting youth-led organisations and groups to advocate for their rights and engage with authorities has led to significant achievements in terms of strengthened capacity and influence of young people and improved collaboration with local authorities, who now actively support young people's initiatives.

**Improved youth-led groups and participatory governance:** Another key change we have seen across all countries is that youth-led groups now actively engage in and form civil society networks with peer- and adult-led organisations. This is particularly remarkable in the rural West African context where self-organised networks and coalitions are less common. Such networks facilitate peer learning and exchanges as well as opportunities for joint advocacy initiatives, and coalition-building increases the **coherence** with other civil society actions.

Specific examples related to the above are explored further in the following sections.

### 3.1 YOUTH EMPOWERMENT IN WEST AFRICA - PROGRESS TOWARDS OUTCOME 3

Progress towards reaching outcome 3: *The young women and men take a leading role in the promotion of their rights and act as change agents for democracy processes, peace and stability* is measured as *the percentage of youth-led groups who have generated funds through membership fees, income generating activities, and local fundraising to implement activities to mobilise peers*. In 2021, 241 out of 459 youth-led groups (equivalent to 53%), succeeded in generating these funds, cf. annex C. This is a significant increase compared to 2020 (22%) and 2019 (19%) and speaks to the **effectiveness** of the interventions as well as to the **efficiency** as there were no major deviations related to the budgets under this outcome and this outcome was fully achieved in 2021.

#### KEY RESULTS 2018-2021 YEWA OUTCOME 3

##### OUTPUT:

Mobilisation and capacity building of youth (accumulated 2018-2021)

- 475 youth-led groups involved in the YEWA programme including a total of 16,092 youth members (F: 7,818, M: 8,274)
- 2,258 young people (F:1,013, M:1,245) from these youth-led groups (small majority men) were trained in organisational management and governance
- 2,535 young people (F: 1,109, M: 1,426) members of youth-led groups trained in advocacy

##### OUTCOME:

The young women and men take a leading role in the promotion of their rights and act as change agents for democracy processes, peace and stability

- 53% of the youth-led groups succeeded in generating funds for their activities in 2021 compared to 19% in 2019
- 66% of the youth-led groups were, as of 2021, officially registered
- A total of 6,476 representatives of local duty bearers participated actively in 2021 in initiatives lead by the youth-led groups (1,832 in 2019)
- Youth-led groups increasingly find ways to hold local authorities accountable and strengthen dialogue during annual meetings

##### IMPACT:

Young people become agents of change

- Youth-led groups increasingly experience that their evidence-based advocacy initiatives lead to positive changes according to YEWA partner reports

**Increased financial capacity:** Two main categories of youth-led groups have been engaged in the program: non-profit (CBOs) and for-profits (cooperatives and VSLA groups). Capacity strengthening focusing on financial management and resource mobilisation has enabled 241 out of 459 youth-led organisations to raise funds to implement their action plans, which will help ensure the **sustainability** of their collective action beyond this programme. All countries have seen increases, particularly in the final year, and have effectively adapted their approaches to their respective contexts and target groups. In Benin, 95% of the youth-led groups succeeded in generating funds for their activities. The programme particularly engaged young students, who tend to have less responsibility for contributing financially at home, which made it easier to nurture a culture of self-organising. In Burkina Faso, where rural families often depend on young people contributing to income generation, focus has been on strengthening the capacity of Cooperatives and VSLA's and dramatically increased self-resourcing from 18% in 2019 to 74% in 2021.

**Youth-led groups as development partners:** The results created through youth-led initiatives and advocacy have contributed to a change in attitudes of stakeholders, who now express seeing youth-led groups as “development partners”. Civic service activities (such as tree planting, garbage collection, maintenance of infrastructure, and information campaigns) have had catalytic effects as duty bearers now see the benefits of collaborating with young people. Youth-led groups have for example successfully advocated for space for their activities, reduced taxes and fees on business and organisational registration, and are increasingly able to hold duty bearers accountable for improving public services. Young people are also being asked to participate in local decision-making processes. In all countries, they are requested to give input to local development plans, crisis management plans (e.g. during Covid-19) and awareness-raising committees.

**Girl- and women-led collective action:** Significant achievements have been made in terms of gender equality, especially seen in the light of the traditional position of girls and young women in society in rural West Africa. Young women and girls are increasingly engaged in collective action at community level and take up leading positions in many of the youth-led groups. In Togo, for example, 70% of members of the youth-led groups are female and 60% of the youth-led groups have a female leader. Over the four years, there has also been a break in gender barriers with more girls and young women mentoring their peers and encouraging them to assume positions in community structures (for example water committees) and local governance structures (such as community councils). Across the four West African countries, a continuous challenge relates to the limited financial and organisational capacity of youth-led groups. This is partly due to contextual barriers such as bureaucratic, expensive, and slow administrative and legal procedures making it difficult for youth-led groups to meet formal requirements and access funding. This combined with the general low educational level in the rural areas, makes for a challenging context for the youth-led groups to strengthen their capacity.

➔ **Implications for future programming:** To address this, young people have requested support for literacy and numeracy classes. With intentional and long-term capacity strengthening support, we do observe improvement over time, but it is a gradual process.

## 3.2 SAFE AND INCLUSIVE CITIES – PROGRESS TOWARDS OUTCOME 3

Progress towards reaching outcome 3: *Through strong CSOs, young women and men are influencing urban governance and planning on safety and economic opportunities* is measured annually as the *number of young women and men who have been supported to strengthen their participatory governance*. In 2021, the total number was 1,676 (F: 675, M: 961), which is a 131% out of a target set at 1,280 young people, cf. annex C. Hence, progress towards reaching this outcome in 2021 was superseded, which indicates that the interventions have been **effective** and **efficient** since there were no major deviations related to either reaching this outcome and the related budgets in 2021.

### KEY RESULTS 2018-2021 SAIC OUTCOME 3

#### OUTPUT:

Strengthen youth-led groups' (youth CBOs, savings/business groups) participatory governance, and establish alliances between city-level authorities and civil society on improved safety and economic opportunities (accumulated 2018-2021)

- 8,980 young women and men organised in 518 youth-led groups were supported to strengthen their participatory governance
- 104 social accountability processes, such as safety scorecards, were carried out by the youth-led groups
- 153 local dialogue meetings were held by young people with local authorities regarding safety and economic opportunities
- 64 city level alliance meetings between CSO and government stakeholders
- 143 recommendations and plans developed by young people with duty-bearers for improving policies and practices related to safety and work conditions

#### OUTCOME:

Through strong CSOs, young women and men are influencing urban governance and planning on safety and economic opportunities

- Young people who have joined together with other community members to address a common issue: from 15% (F: 13%, M: 17%) at baseline to 42% (F: 36%, M: 48%) at endline among all youth & 60% (F: 55%, M: 65%) at endline among youth engaged in SAIC
- Young people who have reported problems to local authorities: from 14% (F: 12%, M: 16%) at baseline to 21% (F: 17%, M: 25%) at endline among all youth & 32% (F: 27%, M: 36%) at endline among youth engaged in SAIC
- Young people who know who to talk to to improve conditions in their community: from 28% (F: 27%, M: 30%) at baseline to 39% (F: 37%, M: 42%) at endline among all youth & 52% (F: 51%, M: 54%) at endline among youth engaged in SAIC

#### IMPACT:

Young people become agents of change

- Young people who think that local decision-making is inclusive and responsive to advocacy initiatives for improved safety in their communities: from 13% (F: 13%, M: 13%) at baseline to 31% (F: 30%, M: 32%) at endline among all youth & 39% (F: 39%, M: 39%) at endline among youth engaged in SAIC
- Young people who think that local decision-making is inclusive and responsive to advocacy initiatives for improved economic opportunities: from 8% (F: 7%, M: 9%) at baseline to 25% (F: 24%, M: 25%) at endline among all youth & 29% (F: 29%, M: 29%) at endline among youth engaged in SAIC
- Young women and men who think that actual change resulted from their advocacy work: from 14% (F: 16%, M: 12%) at baseline to 27% (F: 30%, M: 25%) at endline among all youth & 27% (F: 29%, M: 25%) at endline among youth engaged in SAIC

**Increased youth influence on urban governance and planning on safety and economic opportunities:** Over the course of four years, we have seen significant achievements in young women and men influencing urban governance and planning on safety and economic opportunities. As illustrated in the figure above, young people increasingly come together to address common issues, report problems to local authorities, and know who to engage to influence decision-making. At an **impact** level, we see young people empowered to become agents of change implementing their own initiatives and being listened to as they influence decision-making processes at community, city, and national levels. In Zimbabwe for example, young women and men were leading most interventions in the final six months as a **sustainability** measure to make sure they continue critical engagements with local authorities afterwards. With limited support young people organised community stakeholder meetings on safety plans, safety toolkit trainings, a safety run and walkathon, and data collection process. In Uganda for instance, young men and women in the informal sector mapped out allies working in similar areas and identified a local CBO who worked with them to review a petition for their divisional office. Supporting networking opportunities for youth-led organisations can expand the space for influencing because a multiplicity of voices can better hold duty bearers accountable. At the **impact** level, we see this as a significant contribution to strengthening a youth-led civil society.

**Institutionalising change:** In the final year, all CSO partners focused on ensuring the **sustainability** of the results achieved over the course of the programme, particularly by finding ways to institutionalise youth structures. In Ethiopia, young people have been given office space with an existing youth association to continue working closely with authorities, and one of the CSO partners is working to integrate youth-led group in its regular youth structures. In Uganda, the youth structures established as part of the programme have been institutionalised in existing formal governance structures from community, ward, divisional and national youth council level to make sure that the safety and inclusivity work can proceed beyond the program. While we see new spaces for influencing and collective action emerging, for instance with the increasing use of technology and the rise of new and less formal social movements, we also see a shrinking civic space which affects the safety and effectiveness of young people's collective action. In 2020, Covid-19 exacerbated civic space-related risks, and in 2021 we have seen the trend continue as a barrier to progress in participatory governance. In Uganda, young people reporting a problem to local authorities increased significantly from 17% at baseline to 39% at midline, but at endline those numbers had gone down to 21%. In Zimbabwe, there was an increase from 14% at baseline to 29% at midline, but this progress stagnated and at endline only 30% responded positively to the question. Both countries went through long and heavy-handed lockdowns, which made civic participation difficult. We saw political fragility resulting in election violence in Uganda, further restrictions on the operating space for civil society in Zimbabwe, and active conflict in Ethiopia. Another example includes one of our youth-led partners in Zimbabwe who had the opportunity to work with the Junior Council and Junior Parliamentarians to help strengthen their capacity, and it went so well that they were since asked to mentor youth-led organisations in different locations across Zimbabwe.

The shrinking civic space only increases the **relevance** of the programme, and across the countries we have seen an impressive ability to navigate this context. We have increased efforts to monitor civic space, mitigate risks, and create conflict sensitive intervention strategies that allow us to support young people's civic participation. For example, the team in Ethiopia has successfully managed to support young people to exercise their voting rights and actively engage in the election process (for instance by coordinating voters and providing voter education). In Uganda, several young people engaged in the programme have been elected for political leadership positions and this has strengthened collaboration with newly elected officials despite very difficult circumstances/contexts in both countries.

## CASE STUDY: YOUTH-LED SOCIAL ACCOUNTABILITY AND ADVOCACY STRENGTHENS YOUTH LEADERSHIP

In Kenya, social accountability processes and influencing done by youth-led organisations and partners have improved relationships between young people and duty bearers and created tangible change in communities, for instance improved road-safety, intensified policing in crime hotspots, installation of security lights, and reduced charges for informal businesses.

**RESULTS:** At the end of the four years, young people in Nairobi and Kisumu take leadership roles and demand improvement of services in their community. They are leading in proposing joint advocacy initiatives with duty bearers and holding them accountable to commitments made during social accountability processes.

In the informal settlements in Kenya where SAIC has been implemented, we see young people increasingly joining together to address a common problem from 19% at baseline to 66% at endline (44% for non-participants) and huge improvements in engagement and relationships between young people and local authorities from 10% at baseline to 31% at endline (18% for non-participants).

Young people experience being part of the solution to problems in their communities and feel that their advocacy is creating change for others than themselves. And the civic actions undertaken by the youth-led groups have indeed led to improvements in service delivery and safety of young women and men in the informal settlements in Nairobi and Kisumu.

**WHY:** According to the World Bank, Kenyan youth between the age of 20 and 29 are the most victimised segment of the Kenyan population. Unsafe movement in public spaces and transport is a key challenge identified by Nairobi's slum dwellers due to the risk of robbery and assaults, which often turn violent and have lethal consequences. Many of the perpetrators are as young as 10-15 years old and are involved in gangs with easy access to guns. Kenya's police to population ratio overall is 1:1000 citizens, and estimated to be a lot lower in informal settlements. Lack of trust in the law enforcement sector and corruption are challenges forcing people to rely on vigilante groups for community protection.

*Civic engagement and meaningful inclusion of young women and men in decision-making is challenging*, despite the fact that citizens' participation in governance processes is promoted in the 2010 Kenyan Constitution. Young women and men from fragile urban areas do give input in governance processes, however, their suggestions are often not awarded funds or stipulated when the final decisions are made and thus do not represent the needs and interests of young people in informal settlements. Hence, these young women and men in Nairobi and Kisumu often do not experience their participation as meaningful.

**WHAT:** Supporting youth-led organisations to self-organise and lead initiatives and advocacy is an effective way to strengthen youth participatory governance. Self-organised organisations and groups allow young men and women to work together, develop leadership skills, and expose their members to new opportunities. Wherever informal groups work with community-based organisations, links to civil society are stronger. Some youth-led groups evolve into CBOs or CSOs themselves. When this happens, youth-led organisations can work with local authorities to mobilise and manage resources in their communities, and sometimes beyond. This kind of locally rooted civic action strengthens sustainability as young people and communities themselves are able to continue driving change independently when interventions end.

In Nyalenda B in Kisumu, a scorecard process highlighted gaps in service delivery from the local duty bearers. One of the recommendations was to construct an office for the community chief to enable him to work more effectively. This office is now fully functional and serving citizens. It was also recommended to intensify police patrols in the area. Collaborating to make this recommendation happen has improved the relationship between young people and police officers, and during the follow-up undertaken by the community score card committee, the young people and service providers have acknowledged that there has been an improvement in services offered by Nyalenda Police.

In Kondele in Kisumu, St. Luke Callbox Boda Boda Youth Group participated in the County budgeting process and successfully advocated for increased security lighting in their community. As a result of their advocacy, 4 million Kenyan Shillings (USD 34.392) was allocated for additional floodlighting. This has improved security in the area and enables small-scale traders to run their business for longer hours. Also in Kisumu, young people's participation in the county budget process resulted in a reduction of charges for running informal sector kiosks from 3,000 to 2,000 Kenyan Shillings within the city and from 2,000 to 1,000 within the sub-county.

In Kibera, Nairobi, the youth-led partner had a concern about the poor state of one of the main roads in their community. They wrote a memorandum to the area ward administrator enquiring why the road had remained in this state when there was a budget allocation for its maintenance. The memorandum was submitted to the ward administrator who followed-up on the construction. As a result, the road has been improved and is now safer to use. They also proposed to post traffic marshals to direct traffic and decrease traffic jams caused by business and tuk-tuk operators using the road. While this suggestion was not supported by the ward administrator, a youth-led dialogue with stakeholders resulted in community members volunteering to be marshals in some of the more dangerous spots, close to schools and markets.

**HOW:** The CSO partners supported the capacity building of youth-led organisations and partners on information literacy (rights, laws and policies), data collection and analysis (e.g. violence hotspot mapping), social accountability (e.g. scorecards and social audits), constructive engagement advocacy (e.g. diplomacy and dialogue skills) and internal governance (with a focus on inclusion of women). Furthermore, the CSO partners contributed to strengthening city-level advocacy, building on policy recommendations from the processes done in the informal settlements, enabling young women and men to advocate for law enforcement and access to justice and youth economic opportunities with the County Commissioners. This way, the CSO partners contributed to strengthen youth participatory governance by building the capacity of youth-led CSOs and youth savings networks on action-oriented civic education, social accountability processes, plus policy and advocacy engagements.

Social accountability processes take a long time. They often follow annual planning and budgeting processes, and results depend on the responsiveness of duty bearers as well as resources being allocated to improve services. Social accountability therefore requires systematic follow-up. In Kenya, the slowing down of development activities during Covid-19 unexpectedly allowed youth-led groups to intensify follow-up on previous social accountability initiatives, for example by supporting duty bearers to develop and execute action plans.

To sustain young people's motivation and patience with the process, continuous mentoring and capacity strengthening of the youth-led CSOs is key. At the same time, young people's own small-scale initiatives are an important form of action learning, which exposes them to collaboration with different stakeholders. An example of the potential catalytic effects of young people's initiatives happened in Huruma in Nairobi. In collaboration with the Huruma Police Station, young people held a clean-up at the station and helped repair broken windows. The work that the young people did opened a space for dialogue about the detention of 22 young people who had been arrested for not wearing face masks and thus breaking Covid-19 restrictions. The young people pleaded with the Inspector of Huruma Police Station who decided to release the young people from detention with a warning to respect the restrictions in the future.

## 4. CITY, NATIONAL AND GLOBAL ADVOCACY – EXPANDING YOUTH’S INFLUENCE

The SP overall outcome 4: *Civil society effectively generate and use knowledge to hold duty bearers to account and ensure evidence-based responses to issues affecting young women and men* comprises the original YEWA outcome: *Partner organisations, relevant CSOs and youth jointly carry out advocacy towards duty-bearers and the private sector for implementation of youth-friendly international conventions and standards as well as national policies and programmes* and the original SAIC outcome: *Civil society effectively generate and use knowledge to ensure evidence-based responses to urban violence and fragility affecting young women and men*. Across the programme, the assumption is that stronger evidence, data, and documentation, produced collaboratively between young people themselves, CSO partners and research institutions strengthen the voice and influence of young people and consequently the dialogue and relationship with authorities and duty bearers.

In terms of meeting the ambition of effectively using the knowledge generated from the programme for global advocacy purposes it has proven to be difficult to present tangible achievements for this outcome on a short term. However, rich knowledge has been generated across the programme along with capacity building of young people and CSO partners in generating valid and comparable community data on issues of concern to the targeted communities. This knowledge base and increased capacity represent an important foundation for conducting further analysis and use in relation to the intended purpose of advocacy at regional and international level in the next phase of the SP as explained further in the following sections.

There were no major deviations related to the budget of outcome 4, but only a few advocacy initiatives were brought to the national level, and no global advocacy was done, as just mentioned above.

### 4.1 YOUTH EMPOWERMENT IN WEST AFRICA - PROGRESS TOWARDS OUTCOME 4

Progress towards reaching outcome 4: *Partner organisations, relevant CSOs and youth jointly carry out advocacy towards duty-bearers and the private sector for implementation of youth-friendly international conventions and standards as well as national policies and programmes* is as the number of advocacy initiatives led by CSO partners and involving youth groups representatives for the improvement of young peoples socio-economic rights and SRHR. In 2021, 38 initiatives were started at local level and 6 initiatives at national level. The total number of initiatives throughout the course of the four-year programme has been 121 initiatives.

In all four West African countries, advocacy has resulted in direct benefits of relevance to young people by providing them with space for their activities, specific facilities for their expressed needs in terms of socio-economic rights, and appropriate access to public services in different areas of concern to them. Advocacy interventions were boosted at different levels by strengthening the capacity of representatives of youth-led groups, CSO partners, and potential allies on human rights, sexual and reproductive rights, and socio-economic rights. This has provided foundational skills for young people to claim their rights and for holding duty bearers accountable for their commitments.

Evidence-based advocacy initiatives were based on data from the baseline study as well as primary data gathered by young people themselves and the CSO partners. This data focused on legal and institutional frameworks that the young people would like to change, and the data was used in dialogues and collaboration with duty bearers at the political and administrative/technical level of the public sector, and in the private sector with MFIs and banks.

Most changes resulting from the advocacy initiatives have happened at community and municipal level, where duty bearers have responded positively to young people’s advocacy asks. Advocacy engagements at these levels have created tangible changes for young people and because the issues were identified by young people themselves, the **relevance** of the actions has been high. In Burkina Faso, youth have succeeded in opening of youth centres, reopening of health centres, and designating of focal points at town halls to inform young people about financing opportunities. In Mali reducing consultancy fees for children at health centres, and in Togo reducing business tax and authorisation fees. These are results which will be built on in the next SP 2022 - 2025. An impressive example of how locally implemented initiatives have been scaled to the national level through advocacy is from Benin, where the modules on non-violent learning that were developed have been used by 14 technical and vocational training centres to review and adapt their own procedures and methods. Subsequently, the Ministry of Education signed an agreement to make the modules available to institutions, training centers and private workshops. As a result, the modules on non-violent learning published by YEWA will be shared with and used by trainers across the country. We originally designed the programme so that progress related to advocacy initiatives is reported under outcome 3

(for the local level) and outcome 4 (for the national, regional and global levels). This distinction, however, has been more conceptual than practical. A key learning is that youth-led advocacy has worked best when starting with local level engagements and gradually build capacity and interest of youth-led groups to engage at other levels.

➔ **Implications for future programming:** The experience from the West African context is that advocacy can be highly effective at the local level, and it brings huge opportunities for learning and growth of youth-led groups and CSO partners. But it can take quite a long time to build on these gains before moving to the national level. This is partly because civic participation is new for most young people in rural settings in West Africa, and partly because the physical (and mental) distance to the city poses a barrier to national level engagement.

## 4.2 SAFE AND INCLUSIVE CITIES - PROGRESS TOWARDS OUTCOME 4

Progress towards reaching outcome 4: *Civil society effectively generate and use knowledge to ensure evidence-based responses to urban violence and fragility affecting young women and men is measured by the number of research and documentation processes completed, and the quality and application of research and documentation.*

**Evidence generated on urban fragility, violence and gender:** In 2021, the complex relationship between urban fragility, urban mobility, violence, and gender was explored based on valid and comparable SAIC community data, thus responding to the gap in the global evidence-base of effective urban violence reduction in poor and fragile urban contexts. This included four country endline studies carried out as follow-up studies to the base- and midline studies with comprehensive data on outcome level as well as a wide range of additional knowledge related to the programme theory of change such as youth economic opportunities, social cohesion and youth governance. The endline studies were used in the four countries to support internal SAIC programmatic practice and adaptation primarily in the programme areas where SAIC would continue in the next phase of the SP 2022-2025.

**The Urban Research Series initiative was established** which is a research collaboration between PlanBørnefonden and Global Hub on exploring the SAIC knowledge and its use for global advocacy purposes. The results will be presented in four research reports to be published in 2022, and two brief reports, with the first Urban Research Series report; 'Introduction to the Urban Research Series' available on Plan International's global publications webpage: <https://plan-international.org/publications/intro-urban-research-series/>. Much of the data analysis and interpretation for these research reports was carried out in 2021 in close collaboration between PlanBørnefonden and Urban Research Manager from Plan International's Global Hub's Research team. The reports explore how violence manifests in fragile urban areas in East and Southern Africa, and who is particularly exposed and showcase important learning from the SAIC programme as a key intervention model for working with children and young people in cities.

**Urban Hub strengthened as a Plan global platform for expanding knowledge on urban issues:** All SAIC findings were used to support the Plan global platform Urban Hub in sharing and expanding knowledge and good practice of working for and with children and young people in urban contexts within the Plan Federation and with external policy stakeholders and public audiences. Other knowledge outputs produced in 2021 and published via the Urban Hub included an urban mapping report, 'Plan International's urban landscape: Urban programming and influencing activities across the federation' resulting from an internal 'urban mapping' exercise, and included information as an example of an effective, innovative and impactful intervention for children and young people in urban areas. The Urban Research Series reports will be finalised for publication in 2022 via the Urban Hub, and launched at the 2022 World Urban Forum at a dedicated side event, as part of the conference's Urban Crisis theme. It will be further disseminated in a webinar during 2022 as part of UN Habitat's World Urban Campaign, in collaboration with World Vision and UNICEF. On a longer term, insights from the data and lessons learned have the potential to influence policy and practice both within Plan International and the broader urban development space.

Further more, a midline summary brief was produced based on the midline studies, we developed a 'Safe and Inclusive Cities Programme - Summary Brief' which details the actions and change achieved by the programme, drawing on key data drawn from the midline and baseline studies. This brief was uploaded on Plan International's webpage, and shared widely on the federation's social media channels (<https://plan-international.org/publications/safe-and-inclusive-cities-programme-summary-brief/>). The Summary Brief was presented by the Urban Hub as key evidence to Plan International's 'Global Strategy Update Process', highlighting the relevance of how and why the federation must prioritise working in cities. As a result, for the first time, cities, and the children and young people living and working there, were recognised as a key area for intervention and adaptation at federation-wide and global strategy level. Furthermore, the Urban Hub also facilitated the Summary Brief being showcased in a blog for the Global Alliance – Cities 4 Children website and on social media channels, as part of the global 16 Days of Activism Against Gender-Based Violence, entitled '16 ways for 16 days: Ending gender-based violence' (<https://cities4children.org/blog/16-ways-for-16-days-ending-gender-based-violence/>).

**25 documentation products on SAIC programme learning** were produced by Plan and CSO partners across the four countries, which included video documentation, reports, photo booklets, documentaries, articles, newsletters, briefs etc. This material was used by the youth for local advocacy purposes and published through the CSO partners' online channels for wider dissemination. Furthermore, we uploaded the documentation products to a comprehensive database of rich programme documentation, which was published on the PlanBørnefonden Impact and Documentation Platform (<https://planbørnefondenimpact.dk/>) to showcase the content of the SAIC programme for learning purposes. This online platform has previously been referred to as the SAIC Covid19 Documentation Platform and was in 2021 extended to include other PlanBørnefonden programmes for knowledge exchange purposes.

**Other results include a research collaboration with AAU Global Refugee Studies**, which has included a PhD programme (candidate finishes in April 2023), four academic articles on 1) Human Rights and Urban Violence, 2) Young People's civic participation in marginal urban spaces, 3) Urban Participatory Action Research to empower young people to reduce violence; 4) the developments in urban violence during the Covid19 pandemic, presentations at academic conferences (ECAS 2019, WUF 2020/2022) and more.

## C. STRATEGIC USE OF UNALLOCATED FUNDS

In 2021, we again prioritised using unallocated funds to *leverage resources* from the UNFPA (in Burkina Faso) and the EU (in Egypt and Jordan), thereby directing more resources and efforts towards our strategic priorities around gender equality, SRHR, civil society strengthening, and youth social and economic empowerment.

**In the final year of the UNFPA-funded project in Burkina Faso**, the main interventions involved continued SRHR information and contraceptive counselling work undertaken by the "macopines", who are specially trained midwives doing outreach work at community level, and the continued monitoring and follow-up by specially trained mentors of local associations of young entrepreneurs, to whom the project had provided support for green income generating activities. The project has been implemented in five communes, three of which are covered by Plan in Burkina Faso, and has *complemented the results of the YEWA programme* as there are thematic and geographic overlaps. The EU-funded Social Enterprise project in Jordan ended in September 2021 and succeeded in establishing and strengthening 47 social enterprises creating 556 jobs for young people and increasing their civic engagement. These enterprises will continue to play a role in the upscaling of the project in the coming five years with funds from the Novo Nordic Foundation and the Danish Arab Partnership Programme (DAPP). In Egypt, several inception activities were carried out in 2021 including support to civil society partners to obtain government approval to implement the social enterprise project and to receiving funds directly from abroad. The DAPP will also *complement and synergise* with this EU funded project.

In 2021, we have continued to support and strengthen youth-led and youth-inclusive civil society in fragile urban areas as a strategic partnership priority through three urban projects and partnerships.

**Firstly, we have together with Plan El Salvador continued to strengthen two youth-led organisations in their work to preventing violence and promoting a culture of peace** among young women and men living in extremely fragile and highly volatile urban areas of San Salvador, which experience alarming murder rates, femicides and young people disappearing daily. The youth-led partners have together with a research institution produced comprehensive research on the impact of urban violence on the young people in San Salvador and mapping and analysis of youth-led organisations in the San Salvadorian areas working in favour of youth and violence prevention, which has enabled them to produce and publish online 10 awareness videos of the youth-led collective action to address the protection of human rights and gender equality. As a result, the youth-led partners facilitated community dialogues on how to address human rights violations in their urban areas. Furthermore, the collaboration also led to the establishment of a youth alliance to promote peace and prevention of urban violence. This project has also contributed to developing Plan El Salvador's country strategy of *intensifying youth engagement in development projects across their portfolio*.

**Secondly, our partnership with the Secretariat of Slum Dwellers International (SDI) took a huge leap in 2021.** PlanBørnefonden supported SDI to develop a draft framework on youth inclusion in governance and decision-making. The framework was done in a co-creation process with young people and *builds on learning and good practices* from especially Zimbabwe, Kenya, and Uganda (where SDI were partners in the SAIC programme). Furthermore, the participation of young people in the broader scope of SDI's core work has *helped nurturing activism, maintaining the relevance of the social movement, and putting youth inclusion at the top of the agenda* across the SDI network. In 2021, SDI has also worked through a complete turnaround of their organisation to address previously institutional

weaknesses. Plan continued to provide financial, technical, and morale support to a slim SDI Secretariat, helping them strengthen governance structures and operational systems. Plan’s commitment and support enabled SDI to retain core staff, rebuild credibility, and continue operations when funds from core donors, such as SIDA and Ford Foundation, were frozen (funds that have now been released). At the end of 2021, SDI seems to be able to pick up the mantle again as the main organisation representing and advancing the rights of the urban poor globally and supporting the national federations of slum dwellers across 32 countries.

**Thirdly in 2021, we have use unallocated funds as co-financing for rebuilding civic space in Zimbabwe** as part of our Urban Justice project together with the Danish Ngo, Dreamtown. In doing so, we have strengthened the organisational resilience and capacity, collaboration, and advocacy of 3 social justice organisations and 30 youth-led groups, who are part of an urban civil society protecting the civic space and enhancing access to justice for young urban dwellers whose rights have been violated during Covid-19. This project has also *complimented the SAIC programme in Zimbabwe*.

## D. INNOVATION

Throughout the SP 2018-2021, PlanBørnefonden has continuously aimed at identifying, developing and testing new **sustainable** solutions that improve programme outcomes within our three programme priority areas; 1) *Healthy, safe and playful early childhoods*; 2) *Young people driving change*, 3) *Building resilient communities and responding to emergencies*. Our innovation initiatives have been about finding more *effective, efficient* and/or *sustainable* ways of reaching our goals and advancing children’s rights and equality for girls. The initiatives funded through the SP’s innovation facility have aimed at developing and piloting new programming approaches, new support tools and technologies and new kinds of partnerships. The overview below presents the overall status of the different innovation initiatives followed by an update on each of the on-going initiatives:

### Overview Innovation Initiatives under the SP 2018-2021:

	NEW IDEA GENERATION & PITCH	EXPLORE CONCEPT	MINIMUM VIABLE CONCEPT	INITIAL TEST	TESTED AT SCALE /PROTOTYPE
Platform for Inclusive slum Upgrading (Quercus and Practical Action partnership)	2018				
Boost Entrepreneurship Support	2017 - 2019				
Affordable internet connectivity (Bluetown partnership)	2020 -				
Digital Health Solutions (Maternity Foundation partnership)	2019 - 2021				
Eviction First Aid Kit (SDI partnership)	2019				
Welcome to my community: Local Media content production	2020 - 2021				
Under dev.: IA generated needs assesment (CARE and Microsoft partnership)	2020				

RUNNING   
 STOPPED   
 PAUSED

*Digital Health Solutions (LUCY)* is a digital solution for pregnant women and mothers with young children to improve access to information on maternal and new-born health, SRHR and other relevant health and pregnancy related topics. The initiative tested both a low-tech (sms and voicemail) and a high-tech solution to the dissemination of the relevant information and guidance. The innovation is developed in partnership with the Danish NGO, Maternity Foundation, and is tested and piloted in Benin through Plan International's country office and with the inclusion of relevant local stakeholders, such as the Ministry of Health and civil society actors. *Results* have been great for the low-tech solution with clear improvements in health-seeking behaviors in terms of pregnancy and newborn monitoring of the intervention group compared to a similar group not included in the trial. All stakeholders are supporting the scaling up of the low-tech solution, which PlanBørnefonden will continue to support as an integrated part of the Benin Country Programme under the SP 2022-2025.

*Welcome to my community: Local media content production.* The initiative has enabled local youth to become mobile journalists (MoJos) producing paid media content for new and existing Plan sponsors. This has equipped youth with media skills and business opportunities, allowed them stronger ownership of their own stories and representation (and that of their communities), and provided Plan offices with easier access to quality media content without the travel related expenses. As the most immediate *results* 80 MoJos have been trained across 43 countries and 43 (out of 46) *country sponsor introduction videos* have been produced by these local mobile journalists. But most importantly the initiative has set in motion what we believe is a radical shift in the Plan Federation's approach to communication and advocacy efforts. PlanBørnefonden is pursuing and pushing for the scaling of this initiative to a) encompass a variety of media content, b) training of more MoJos to cover the different geographical areas in the programme countries and c) to integrate the approach in future programs (popular engagement components, youth-led advocacy components, employment components and general communication outputs within specific programs.

*Affordable internet connectivity in Ghana.* The Partnership with Bluetown aims to give reliable and low-cost access to the internet as well as free access to relevant digital content on a free local cloud. *Results:* 2021 saw the continuous implementation of the pilot project together with private sector partner Bluetown. Implementation is still on-going (funded through a no-cost extension). Despite a small delay the pilot is going according to plan with two TVET institutions connected to internet and free of charge access to local cloud of digital educational services. Based on the preliminary results, we are looking into a *likely scaling* of the initiative with Bluetown connecting more Ghanaian rural communities to the internet and digital services (educational, financial, health, etc.) through a social impact investment model without or with a minimum of grants-based financing.

*Implications for future innovation efforts:* Especially the last two years of the SP saw a more focused approach with the innovation funds utilised for successfully pursuing a few specific initiatives (presented above). We do however find it relevant to present some key reflections based on our experiences and approach to the innovation facility in the SP 2018-2021:

- The possibility of investing in the development and piloting of unproven methodologies or experimental partnerships presented a huge opportunity. The 3-4 successful initiatives would most likely not have been implemented had it not been for this opportunity.
- Most of the innovation initiatives we pursued with SP funding were developed as stand-alone projects, mirroring "classical" projects with a result frame, budget, implementation plan, project manager etc. This setup did not allow for the level of adaptation desired just as it offered challenges in terms of the administrative and program-management related costs related to their implementation (they were in essence small projects). Going forward our innovation approach mainly entails allocation of resources for initiatives supplementing on-going programming offering a possibility to explore and test new approaches, tools, methodologies or types of partnerships.
- Another characteristic of the pursued innovation initiatives was the fact that they mainly originated from PlanBørnefonden. As a result, we experienced challenges with local ownership either at Plan Country office or partner level. Going forward we will prioritise local – and particularly partner-led – innovation ideas.

## E. POPULAR ENGAGEMENT

Bridging inequalities and creating personal connections has been a key aspect of PlanBørnefondens work since Plan International was founded in 1937. Every month, we connect more than 50.000 Danish households with children and families in some of the most marginalised communities in the world. With our public engagement work, we aim to create the same connections between Danish youth and their peers in developing countries. We believe that when young people find ways to identify and mirror themselves in their peers globally, it creates an interest, connection and engagement that inspire Danish youth to make a difference in their own communities as well as support their peers in developing countries.

Covid-19 forced us to create new opportunities for young people in Denmark and the Global South to meet digitally. This created opportunities to reach a broader audience across the country with our events and it gave us the opportunity to create smaller and more frequent meetings with the most engaged youth. Some examples of this are our events on the International Women's Day, where we hosted two digital events about gender inequality: one with a panel of Danish and Ugandan youth and one for our sponsors with our CEO and a Danish youth ambassador from Uganda

In May we launched a campaign to raise awareness about the lack of access to sanitary pads for young women in marginalised societies leading up to the International Menstruation Hygiene Day on May 28<sup>th</sup>. As part of the campaign, we created a live event on Instagram with influencers Sara Grünwald and Mette Marie Lei Lange and a young woman from Nairobi, who is fighting taboos and stigma surrounding menstruation and supports young women in her area with sanitary pads. Sara Grünwald and Mette Marie Lei Lange have more than 200.000 followers on Instagram in total, which created a great opportunity for us to reach a large audience with information about how periods are affecting millions of girls' access to education because they lack sanitary pads.

In October, we marked the International Day of the Girl with two large events: One at Nærum Gymnasium with the Crown Princess, the Minister for Development Cooperation and our ambassadors: singer Andrea Lykke Oehlenschlæger, football coach and activist, Nagin Ravand and international top model, Josephine Skriver. This year, we focused on the Sahel-crisis with young women from Mali telling their story to Danish high school students. The event was live streamed on our [Facebook page with 50.000 followers](#), with high schools across the country joining the event. The second event was a political debate at Rysensteen Gymnasium, where a broad representation of Danish MPs and the high school students discussed the Sahel-crisis and how Denmark can support the girls in Sahel.

We aim to create engagement for youth across the country and we have reached more than 3000 teachers across the country with our learning materials "Har vi ligestilling?", Dhakas Børn and "Covid-19". Despite Covid-19 restrictions, we managed to visit schools in all regions of Denmark. In September, we joined The Why organisation on a tour in Nordjylland to discuss child labor in West Africa with school students in Aalborg, Hobro, Hjørring and Thisted. In Esbjerg, we attended the opening of the new "Verdensmålshus". Verdensmålshuset did a painting competition to portrait a youth activist who fights for girl's rights in Kampala with support from PlanBørnefondens. In Copenhagen, we collaborated with Hans Knudsen Institutet (HKI). After using some of our learning materials about gender equality the students at HKI were inspired to make their own changes regarding gender equality here in Denmark. Since Kaj-cakes are common in most bakeries the students decided to create Andrea-cakes formed as the parrot Andrea from the famous children show "Kaj og Andrea". With support from their teachers, they created a collaboration with the pastry shop La Glace to create the cake and La Glace agreed to donate 25 kr. per cake to the SAIC programme and specifically for decent work opportunities for young women in Kampala, Uganda. The above are examples of the deep engagement, we aim to create more of in the future. Both deeper engagement and broad information are key approaches in our public engagement work and strategy. We strive to create deeper engagement and connections between Danish youth and the youth we work with globally. To help us reach our goals of extending our engagement initiatives we have created a toolbox for engagement in collaboration with engagement consultant Morten Ro. The toolbox will enable us to incorporate more public engagement initiatives into a broader range of our work. We look forward to using some of this work in our information and public engagement work in the SP 2022-2025.

## F. FOLLOW-UP FROM REVIEWS, FINANCIAL MONITORING VISITS & ANNUAL CONSULTATIONS

### Follow-up on recommendations from reviews

The review in 2019 identified 13 recommendations. All 13 are now completed, also recommendation five regarding PlanBørnefondens's approach to Youth Programming as our *Youth Development Programme Framework* now is ready and being tested as part of the roll out of the SP 2022-2025 (see annex A).

### Follow-up from recommendations from financial monitoring visits

In November 2021, the MFA carried out a financial monitoring visit (tilsynsbesøg) at PlanBørnefondens's office in Copenhagen and concluded that PlanBørnefondens has a well-documented and appropriate financial management of funds from the MFA, in accordance with the MFA's guidelines and general requirements for sound management of funds. Three recommendations were also given in their report from February 2022. Our follow-up on these recommendations is therefore just getting started, but for now we can say that:

- 1) In accordance with the MFA's recommendation, PlanBørnefondens is currently drafting a monitoring plan, which clearly states frequency and prioritisation of where to monitor when based on an ongoing risk assessment and feedback from quarterly meetings, previous visits, and audit recommendations. This plan is going to be rolled out for the SP 2022-2025 and our entire grants' portfolio from FY23.
- 2) PlanBørnefondens will when possible and relevant aim to coordinate monitoring visits with other Plan Offices, and such coordination and knowledge sharing will be included in the above-mentioned monitoring plan to the extent possible.
- 3) PlanBørnefondens will as per the given recommendation include expense reporting from SAP upon transferring funds to our Country Offices, until a Plan wide system is up and running.

### Follow up on recommendations from annual consultations

The annual consultations were postponed until March 2022. Therefore, follow-up from the consultations is still under-way. However, for now the following points can be mentioned:

With the introduction of our remote financial monitoring in 2020, we have continued using this tool, as the Covid-19 travel ban across the Plan federation was extended for all of 2021. In doing so, as an add on to the Plan Country Offices' in-country monitoring of CSO partners, we have focused on remote financial monitoring in the countries Benin, Burkina Faso, and Togo. Overall, we are contemplating how to take forth our learning from the use of remote financial monitoring now that we will be able to travel and monitor in person again in 2022, as we are aware of the limitations to what can be done remotely, as further on the spot investigation might be needed. Hence, we are testing the use of spot checks and initial monitoring findings from the remote process as inputs for further monitoring and follow-up in person as a mixed methods approach going forward. An example here of has been the in-country presence and monitoring visit done by PlanBørnefondens's Grants Controllers in Burkina Faso as a follow-up action to strengthen systems and procedures for sufficient documentation (in particularly related to the UNFPA project co-funded by the SP).

# ANNEXES

## ANNEX A FOLLOW UP ON REVIEW RECOMMENDATIONS

Update on 2019 MFA Review recommendations, PlanBørnefonden, June, 2022				
Recommendation	Deadline	Re-spon-sible	PB response <i>(response in Italics are updates since final review report)</i>	Status and response from PB June 2020
<b>#1</b> <i>It is recommended that PB aim for comprehensive programme direction by broadening coverage of its Programme Strategy 2020-23 to capture full picture of sponsorship and grant-funded engagements.</i>	September 2019	PB	<b>Partially agree.</b> Programme strategy already covers all grants. Sponsorship funds are included in the country strategies.	<b>Completed.</b>
<b>#2</b> <i>It is recommended that PB focus in its dialogue with Country Office not primarily on mechanics of SP fund management and reporting but a more strategic view of PII comparative advantage, clearer organisational profile and stronger programme impact.</i>	November- June Dec 2020	PB	<b>Agree.</b> <i>This process has been integrated in our FY2020 planning and will be implemented throughout our financial year.</i>	Deadline has been postponed to December 2020 due to corona outbreak: <b>Completed</b>
<b>#3</b> <i>It is recommended that PB integrate SP in its communication of engagements funded by sponsorship and other grants in a PB Annual Report as well as on quality platforms for digital campaigns and high-end public diplomacy events.</i>	November 2019	PB	<b>Agree.</b> Publication of PB Annual Report is scheduled immediately after approval of PB's first financial statement. Content will be shared digitally on PB web and SoMe, in newsletters and Sponsor magazine.	<b>Completed.</b> Annual reports can be found here: <a href="https://planbornefonden.dk/aarsrapporter-2019/">https://planbornefonden.dk/aarsrapporter-2019/</a>
<b>#4</b> <i>It is recommended that the SP Mid-Term Review in 2020 is tasked to capture lessons learned on integrating 'the best of both organisations, including people, relationships, programme approaches and support processes and systems' in order to identify priorities for a more coherent and focused SP and results framework beyond 2022.</i>	February Dec 2020	PB	<b>Agree.</b> However, whereas we do anticipate stronger programmatic integration and a coherent approach to youth programming (which is also evident in our programme strategy) this does not necessarily imply that we will develop one integrated programme from 2022.	The mid-term reviews have been delayed due to COVID-19. We are expecting to complete by december 2020, provided that the situation does not deteriorate. <b>Completed</b>
<b>#5</b> <i>It is recommended that PB refine its youth programming to fit state-of-the-art standards by specifying (i) Age, (ii) Social status, (iii) Engagements WITH and FOR youth, and (iv) Measurement of documentable gender transformation.</i>	February- June- Dec-2020 Nov 2021	PB/CO	<b>Agree.</b> We believe that our youth programming already by and large fit state-of-the-art standards, but we will assess our terminology and refine our approaches to ensure complete clarity in this, including in our communication. <i>This process has been integrated in our FY2020 planning and will be implemented throughout our financial year.</i>	<b>In process.</b> However, the deadline has been postponed to December 2020 due to COVID-19, which has made it impossible to carry out adequate youth, partner, and country office consultations. In draft form, which will feed into Plan-Federation wide youth programming process hosted by a newly established 'Youth Hub' located in the West Africa regional office.  <b>Completed</b> and is now being tested as part of the roll out of our SP 2022-2025.
<b>#6</b> <i>It is recommended that PB accelerate partner promotion of youth-led advocacy, participation and influence to complement strategic service delivery in specific localities.</i>	February June 2020	PB/CO	<b>Partially agree.</b> We believe that this is already an integral aspect of our programming (and evident in the ToCs), and that the timing of these efforts to fit community programming and evidence is essential, therefore, a specific Feb 2020 deadline seems unhelpful. Rather, we will propose to clarify the links from community interventions and documentation to specific youth-led advocacy initiatives (including detailed timelines for these) as a part of the ToC revision due for the annual consultations with the MFA in Oct 2019.	<b>Completed.</b> As mentioned, we believe that this is already an integral part of our programmes, however, the sequencing made it difficult for the review team to assess results in this field in early 2019. The annual report for 2019 gives a clearer impression of our joint efforts in this field. As this is a longer process, where 2019 has focused on building the organisation and capacity around advocacy from community to national level, we anticipate the annual report for 2020 to show stronger results again.

<p><b>#7</b> <i>It is recommended that PB increase transparency and public accountability by making minutes of Board meetings publicly available on the web.</i></p>	<p>September Oct 2019</p>	<p>PB</p>	<p>This is a decision that rests with the National Board of PlanBørnefonden. <i>Recommendation to be discussed on October Board Meeting.</i></p>	<p><b>Completed.</b> Minutes from Board meetings will not be published, but quarterly reports from the Board are available here: <a href="https://planboernefonden.dk/kvartalsrapport/">https://planboernefonden.dk/kvartalsrapport/</a></p>
<p><b>#8</b> <i>It is recommended that the PB Board consider filling one seat of the Board with an elected staff representative.</i></p>	<p>November 2019</p>	<p>Board/ PB</p>	<p>This is a decision that rests with the National Board of PlanBørnefonden</p>	<p><b>Completed.</b> An elected staff representative is now on the Board. <a href="https://planboernefonden.dk/bestyrelse/">https://planboernefonden.dk/bestyrelse/</a></p>
<p><b>#9</b> <i>It is recommended that an exit strategy for RYSU to ensure sustainability and PII systems compliance be completed by October 2019 to guide the phased handover of RYSU tasks to the four CO's during 2020-21 with full exit latest six month before end of YEWA project period.</i></p>	<p>October-2019 Dec 2020</p>	<p>PB/ CO</p>	<p><b>Partly agree.</b> We will carry out a review of RYSU's role also taking cost effectiveness into account. Several other multi-country programmes have the same setup as RYSU and function well this way Having a separate coordinating structure does not necessarily mean duplication: RYSU's role should take into account tasks, roles and existing expertise of CO's and the added value and specific tasks of the structure should be well defined and communicated. This process is underway and ongoing.</p>	<p><b>In process.</b> <del>Where have decided to carry out an internal evaluation and assessment of the RYSU-function with a view to exit some part and and carry over the best elements to a subsequent programme period.</del> <b>Completed.</b> RYSU structure to be phased out ahead of new SPA and responsibilities divided between Country Offices, Regional Office and PB in Copenhagen</p>
<p><b>#10</b> <i>It is recommended that PB revise guidelines and manual for grants administration to include monitoring roles and responsibilities between PB, PII and COs, including procedures and awareness training on the risk of fraud in relation to the SP.</i></p>	<p>November 2019</p>	<p>PB/ PII</p>	<p><b>Agree.</b> The process is underway. <i>The Manual is in near-final state and will be presented in November 2019.</i></p>	<p><b>Completed.</b> A Grants Management Manual was launched in November 2019. (The Manual is up for revision in 2022. This revision will include an annex outlining the linkage between PlanBørnefondens' grants management procedures and the Plan Federation's policies, procedures and preventive measures (including extensive Counter Fraud Training, which country offices and national organisations, including PB have participated in)</p>
<p><b>#11</b> <i>It is recommended that PB liaise with PII to tender for a new audit company to conduct external audit covering FY 2019/20 and that the auditor's opinion include a confirmation of compliance with MFA guidelines.</i></p>	<p>September 2019</p>	<p>PB</p>	<p><b>Partly agree.</b> As a member of Plan international we will follow Plan International's tender procedure for election of a new auditor, when this is decided by members assembly</p>	<p><b>Completed.</b> Regarding tendering for a new audit company, the issue has been raised with Plan International. We disagree on the need for including a confirmation of compliance with MFA guidelines in the auditor's opinion. New audit company tender has been agreed for the global organisation and will take place in 2022.</p>
<p><b>#12</b> <i>It is recommended that PB align its administrative practice to what is prescribed in the administrative guidelines, including documentation for FAK-activities and regulation of administrative costs.</i></p>	<p>September 2019</p>	<p>PB</p>	<p><b>Disagree.</b> PB wants to be aligned with the administrative guidelines and has the opinion that PB regulation of administrative costs are aligned to what is prescribed in the SP administrative guidelines. Partner administration costs directly linked to the implementation the SP are eligible costs. PB have for several years implemented CISU grants and Danida single grants and according to the administrative guidelines local administration/partner administrative costs incurred due to project activities (e.g. rent, insurance, phone, internet, investments etc.) are eligible project activity cost. Whereas, the general administration of 7% covers office costs of the Danish organization. <i>We believe that the matter of the 7% admin costs has now been resolved.</i></p>	<p><b>Completed.</b></p>
<p><b>#13</b> <i>It is recommended that PB (i) Intensify its dialogue with COs on the level of funding to be transferred to local partners and set annual targets for each local partner in line with partner capacity; and (ii) Include in its Annual Report information on the trend of funding transferred to the local partners.</i></p>	<p>November December 2019</p>	<p>PB</p>	<p><b>Agree.</b> We agree to the importance of ensuring that as much of the funding as possible reaches the local partners while balancing that, at the same time, we need to ensure that we allocate sufficient resources to strengthen the capacity of partners to manage funds and deliver quality programmatic work. The recommended targets will be set as a part of the 2020 planning process and will be included in our reporting for the same year.</p>	<p><b>Completed.</b></p>

## ANNEX B LIST OF CSO-PARTNERS

### Benin

Femmes Actrices de Développement Communautaire (FADeC-ONG)  
GBEWA (translated Enfin le bonheur) ONG

### Burkina Faso

Association pour le Développement et l'Intégration de la Jeunesse Rurale (ADIJR)  
Association Sang-Taaba des Femmes du Burkina (ASTFB)  
Association Promo Monde Rural (APMR)  
Jonction des Actions pour Faire Avancer l'Afrique (JAFAA)

### Mali

Equipe de Recherche et d'Appui pour le développement (ERAD)  
Bureau National Catholique de l'Enfance (BNCE)  
Association Jeunesse Action Mali (AJA-Mali)  
Association de Soutien au développement des Activités de Population (ASDAP)

### Togo

Jourdain Vie et Santé (JVS)  
Construire Ensemble (CE)

### Ethiopia

Young Men's Christian Association (YMCA)  
Young Women's Christian Association (YWCA)  
Ethiopian Centre for Development (ECD)

### Kenya

Akiba Mashinani Trust, SDI Kenya, Slum-Dwellers International's affiliation  
Urai Trust  
Undugu Family  
Kibera Joy Initiative  
Maria Rossane Community Centre  
Generation Shapers  
United Destiny Shapers  
Talanta Africa

### Uganda

ACTogether (Slum-Dwellers International's affiliation)  
Uganda Youth Development Link (UYDEL)

### Zimbabwe

Dialogue on Shelter (DOS) (Slum-Dwellers International's affiliation in Zimbabwe)  
Junior Achievement Zimbabwe (JAZ)  
Youth Alliance for Safer Cities (YASC)  
Youth Ensemble (NEW in 2021)  
Mbilez24 (NEW in 2021)  
Zizo Motion (NEW in 2021)