MY BODY. MY FUTURE.

Programme of Plan International Finland
2018–2021
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<td>ACRWC</td>
<td>African Charter on the Rights and Welfare of the Child</td>
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<td>SRHR</td>
<td>Sexual and Reproductive Health and Rights</td>
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<td>CB</td>
<td>Children's Board</td>
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<td>CBO</td>
<td>Community-Based Organizations</td>
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<td>CCCD</td>
<td>Child Centered Community Development</td>
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<td>CEFM</td>
<td>Child, Early and Forced Marriage</td>
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<td>CHC</td>
<td>Community Health Committees</td>
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<td>CoC</td>
<td>Champions of Change</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CSE</td>
<td>Comprehensive Sexuality Education</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>CWD</td>
<td>Children with Disabilities</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>FGM</td>
<td>Female Genital Mutilation</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<td>GCED</td>
<td>Global Citizenship Education</td>
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<td>GIS</td>
<td>Geographic Information Systems</td>
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<td>HCD</td>
<td>Human Centered Design</td>
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<td>HEW</td>
<td>Health Extension Workers</td>
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<td>HRDD</td>
<td>Human Rights Due Diligence</td>
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<td>HTP</td>
<td>Harmful Traditional Practice</td>
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<tr>
<td>IATI</td>
<td>International Aid Transparency Initiative</td>
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<td>ICPD</td>
<td>International Conference on Population and Development</td>
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<td>ICT</td>
<td>Information and Communication Technologies</td>
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<td>IEC</td>
<td>Information, Education and Communication</td>
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<td>IGA</td>
<td>Income Generating Activities</td>
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<td>KAP</td>
<td>Knowledge, Attitudes and Practices</td>
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<td>MEAL</td>
<td>Monitoring, Evaluation, Accountability and Learning</td>
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<td>MHM</td>
<td>Menstrual Hygiene Management</td>
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<td>MTR</td>
<td>Mid-Term Review</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>PTA</td>
<td>Parent-Teacher Association</td>
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<td>PU</td>
<td>Program Unit</td>
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<td>RF</td>
<td>Results Framework</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<td>SRHR</td>
<td>Sexual and Reproductive Health and Rights</td>
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<td>STI</td>
<td>Sexually Transmitted Infections</td>
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<td>TA</td>
<td>Technical Assistance</td>
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<td>ToC</td>
<td>Theory of Change</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational Scientific and Cultural Organization</td>
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<td>UNGP UN</td>
<td>Guiding Principles on Business and Human Rights</td>
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<td>UNWOMEN</td>
<td>United Nations Entity for Gender Equality and the Empowerment of Women</td>
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<td>WASH</td>
<td>Water Sanitation and Hygiene</td>
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<tr>
<td>VAW</td>
<td>Violence against women</td>
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<td>VDC</td>
<td>Village Development Committees</td>
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<td>VSLA</td>
<td>Village Savings and Loans Association</td>
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<tr>
<td>YAN</td>
<td>Young Adults' Network</td>
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<tr>
<td>YEE</td>
<td>Youth Economic Empowerment</td>
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Girls represent one of the largest excluded groups in the world today. They face significant barriers to realizing their rights just because they are young and female. The work of Plan International Finland starts from the realization that girls are rights holders in their own right and not only a sub-group of “women” or “children.” Adolescents, especially adolescent girls, are an overlooked and under-served population group, particularly in terms of sexual and reproductive health and rights. This has dramatic consequences: pregnancy and childbirth continue to be one of the leading causes of death for adolescent girls aged 15-19 worldwide.¹

Girls are too often denied the choices, opportunities and means to protect themselves against early or unintended pregnancy, violence and sexually transmitted infections. As child mothers often drop out of school, they risk continuing the cycle of poverty for the next generation. The overarching objective of this Programme is to empower girls to decide about their bodies and lives. We seek to support girls’ capacity to influence the relationships and social conditions that affect them, in dialogue with boys their age.

In addition to empowering adolescents themselves, we will also address the root causes of gender inequality in communities and societies. Social norms and perceptions about girls’ sexuality lie at the heart of harmful practices such as child marriage and female genital mutilation. Hence, we will seek to tackle the root causes of gender inequality at the level of families, communities and the state. Our focus is on shifting norms, attitudes and behaviours; addressing how social and economic resources are distributed; and influencing policy frameworks and budgets. In this way, we strive to improve the daily condition of girls while also advancing their position and value in society.

This Programme supports the Finnish development policy in its objective to protect and fulfil the rights of women and girls, including sexual and reproductive health and rights (SRHR). Our key strategy will be to strengthen the capacities of civil society for free and autonomous civic action. We aim to open up channels of influence to people and communities on issues of gender equality, SRHR and girls’ rights, while strengthening the abilities of duty bearers to perform better. The Programme contains also a component in Finland on development communication, advocacy and promoting an active role for young people in sustainable development.

My Body. My Future is a highly focused programme, not only thematically but also in geographic terms. The SRHR-themed projects will take place in Ethiopia, Uganda, Mozambique, and Laos. These projects are based on a coherent results framework, with four clear outcomes reflected in each project. This will facilitate aggregation of results, provide opportunities for cross-country learning and help to further strengthen results monitoring across the countries.

Overall, we will reach directly an estimated 400,000 people, more than half of whom are adolescents aged 10-19 years. This includes vulnerable groups such as ethnic minorities in the mountains of Northern Laos, populations who were displaced during the conflict in Northern Uganda, and people with disabilities. The Programme foresees investments into strategic areas of technical capacity support. This involves five areas of “Finnish added value” expertise: Gender and SRHR; Innovation; Digital Development; Disability Inclusion and Corporate Partnerships.

The Programme builds on multiplier effects achieved through various partnerships. The projects involve a total of thirteen implementing partners with different roles: local civil society organisations, a gender network, a University and two traditional kingdoms, among others. We will also work closely with community radios, small informal associations and youth groups. A real asset of our partners and Plan Country Offices is the high level of trust that they hold with communities – an essential element when addressing sensitive issues such as sexuality and gender norms. Four learning partners will also be engaged with Plan International Finland at Programme level, and will provide support as “critical friends” throughout the implementation. At the level of countries, such learning partnerships are also foreseen, for instance with the UN Population Fund (UNFPA).

¹ Self-harm was the leading cause of death for adolescent girls 15-19 in 2015. Causes related to sexual and reproductive health come second, globally. Source: State of World Population 2016, UNFPA.

Programme of Plan International Finland 2018-2021
1. OUR APPROACH

1.1 Introduction to Plan

Children and their rights are at the heart of everything Plan International does. We promote child rights and facilitate lasting changes in the lives of children in 71 countries around the world, making Plan one of the largest child rights organisations in the world. In 2015 alone, we worked with 78 million children in over 90,000 communities. Plan is a leading organization on the issue of gender equality within the frame of child rights, and on girls’ empowerment. Plan works with children, young people and their communities to eliminate all the barriers that stand in the way of gender equality, such as early marriage, gender-based violence, poor sexual and reproductive health and rights, and economic insecurity.

Our 5-year global strategy (2017-2022) places achieving children’s rights and equality for girls at the heart of our ambition. It resolves to help 100 million girls learn, lead, decide and thrive. Under the banner of “decide”, Plan’s identifies its distinctiveness in sexual and reproductive health and rights for girls and young women, calling it “vital to the achievement of the post-2015 development agenda”. Our focus on advancing children’s rights and equality for girls is founded on the United Nations Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). These conventions underpin our work, driving us towards our purpose:

WE STRIVE FOR A JUST WORLD THAT ADVANCES CHILDREN’S RIGHTS AND EQUALITY FOR GIRLS.

The Global Strategy sets the following objective for sexual and reproductive health: vulnerable and excluded children, particularly girls,
have control over their lives and bodies, and make informed choices about identity and relationships, and if and when to have children. Together with our partners Plan sets to promote:

- the elimination of harmful practices, particularly early and forced marriage and female genital mutilation;
- the reduction of unwanted pregnancy and promote safe delivery and maternal health care for adolescents;
- access to quality sexual and reproductive health services, information and comprehensive sexuality education for children, adolescents and youth;
- the engagement of boys and men in developing positive masculinities.

The aim of these interventions is that communities take action to eliminate harmful gender norms and practices; that governments improve and implement laws, policies and budgets for adolescent sexual and reproductive health and rights; and that children and young people access quality sexual, reproductive and maternal health services and information, and comprehensive sex education. The 2030 Agenda for Sustainable Development, also known as the Global Goals, sets the frame for Plan's work.

Plan's global strategy represents the first five years of a journey to accelerate achievement of the Global Sustainable Development Goals and to ensure no-one is left behind. Also, through the Because I am a Girl campaign, Plan International works towards a world in which girls can realize their rights by accessing a safe and fulfilling education, living a life free from violence, and being heard.

Plan International Finland (“Plan Finland”, for short) is part of the global Plan federation as well as an independent Finnish non-governmental organization with its own Board of Trustees. Plan Finland’s strategy and goals are aligned with those of Plan International. Plan Finland has had a partnership with the Ministry of Foreign Affairs since 2007 and project funding since 2002. We are currently running an ongoing MFA-funded programme Realising Full Potential: from Childhood to Empowered Youth in the programme period 2015-17. The programming has evolved from a series of small-scale projects into more focused, strategic interventions which model good practices for scaling up within the Plan federation. Over the years, this has become the role of Plan Finland: to support strategic changes at global level and to be at the forefront of high quality programming. Plan Finland strongly views itself as a part of global civil society, with a commitment to address the drivers of exclusion, gender inequality and child rights violations wherever we work.

ORGANISATION STRUCTURE OF PLAN INTERNATIONAL
1.2 Child Centred Community Development

Child Centred Community Development (CCCD) is Plan's distinctive human rights based approach to working with communities to help more children and young people realise their potential. It is built on two foundations. Firstly, all children have the same universal human rights, which are set out in international treaties, such as the Convention on the Rights of the Child. They include the rights to education, health care, protection from harm and to participate as citizens. National governments have primary responsibility for ensuring that all children enjoy their rights.

Secondly, communities are powerful when they act together. In this Programme, we will support groups of people to come together to tackle their own issues, with gender equality at the centre. When people take action together, they support each other and build up their skills and confidence – and often, they also establish their own community groups of Community-Based Organisations (CBOs) and other civil society entities. As people feel a sense of ownership over their activities, they are likely to continue and promote them. They build up their ability to claim their rights and their children's' rights, as active citizens. We support children, youth, families and communities to be active and leading participants in their own development, and to become more resilient against external shocks, by working with them in five ways.

1. **Working with children & communities.** Plan supports children and community members to form groups and take action together to improve their lives. We support groups to tackle the immediate social issues they face. We encourage them to think about their rights and the root causes behind their issues. We support them to do more to claim their rights. The more people and groups who join together, the more influential they become.

2. **Tackling exclusion and gender inequality.** Wherever we work, we identify which people are most excluded from social opportunities and least able to claim their rights. We help them come together to reflect on their own issues and claim their rights, and to tackle the root causes of exclusion. In particular, we work with women and girls. Women and girls systematically have fewer opportunities, and face more barriers, than men and boys. This can limit their children's lives as well as their own.

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**COMMUNITIES ARE POWERFUL WHEN THEY ACT TOGETHER**

3. **Engaging with civil society.** Plan supports other non-profit organisations to meet marginalised people's need and represent their interests. We work in partnership with these organisations, learning from them and helping them build up their own capacities. They can continue to help people realise their rights through engaging with institutions, like government, religion or businesses. Civil society is not only limited to formal organisations but encompasses various kinds of collective action where people get organized to defend and advance their rights. Informal youth groups in particular are a key part of the civil society we work with.

4. **Influencing government.** Plan strengthens local governments' willingness, commitment, capacity and mechanisms to address children's rights in local development planning, decision-making and monitoring in collaboration with communities and other organisations. We help marginalised people make sure that the law protects all their rights and the government provides them with services. This often involves advocacy, based on experiences at community level. We trial new approaches to delivering services for marginalised people that governments can scale up. We encourage governments to listen and respond better at all levels, and influence other powerful organisations, like the UN or businesses, in the same way.

5. **Strengthening Plan's accountability.** We make sure that we constantly listen and respond to children and communities when we design and run our own programmes. This ensures that we treat people with respect, reinforcing that their views are important. It allows us to contribute effectively to the decisions people constantly make about their own development. As a result, we strive to ensure that our work is more relevant and sustainable, even when the context changes. It also models the accountability that we expect from governments.
In this Programme, we seek to use a combination of the above strategies, as this is most likely to generate lasting results. This is how we ensure sustainability of our work: by anchoring it as far as possible into locally owned, long-term structures and initiatives of the people we work with. By adopting a rights based approach, Plan recognises that the attainment of a right is always the duty of a number of actors or duty bearers: parents, community leaders, local authorities, and the State. We work with and on behalf of children to claim their rights, to support duty bearers to deliver on those claims and to hold duty bearers to account. Our work is governed by a number of policies that set standards for and define the parameters of our work, but at the same time we must constantly listen and respond to children and communities when designing and running programmes, hence increasing community ownership of initiatives intended to lead to lasting changes.

1.3 Gender Equality and Inclusion

Gender equality is a key principle of human rights. Vast evidence also demonstrates that gender equality is beneficial for girls and boys, men and women, and society as whole. However, girls everywhere face significant barriers to rights simply because they are young and female. To effectively support girls and achieve equality, it is essential to recognise that girls as a cohort represent one of the largest excluded social groups. Yet, as a group they have the potential to work together as a global movement for change and achieve their common interests. Girls are right holders in their own right and not only a sub group of ‘women’ or ‘children’. In this Programme, we seek to increase girls’ right to decide about their bodies and lives, and their capacity to influence the relationships and social conditions that affect them. Lack of power is one of the main barriers that prevent girls and young women from realising their rights. This can be overcome by a holistic and sustainable strategy of empowerment, involving both girls and boys in changing gender norms. We will focus on promoting simultaneous change in all its dimensions: norms, attitudes & behaviours; social and economic resources & safety nets; and policy frameworks & budgets (as per the Theory of Change described in the next chapter). Girls’ empowerment and boys' engagement together contribute to change gender relations and the power dynamics governing them.

Girls and boys have the same rights, but face different obstacles in realising them. These obstacles exist due to gender-based discrimination, stereotypes and an unequal distribution of power. Gender inequality is a critical factor that influences whether young
WE IMPROVE THE DAILY CONDITION OF GIRLS WHILE ALSO ADVANCING THEIR POSITION AND VALUE IN SOCIETY

people can realise their sexual and reproductive rights. Perceptions about femininity and masculinity, and perceptions about girls’ and women’s sexuality in particular, lie at the heart of harmful practices. Social norms and expectations about how girls should behave often place them in subordinate roles that increase their risk of being sexually assaulted, contracting sexually transmitted infections (STIs) and having unwanted pregnancies. Gender norms can force girls to bear the burden of being assaulted and violated in silence by blaming and stigmatising them. Cultural expectations of masculinity can contribute to girls’ vulnerability, but can also make boys and young men more vulnerable to sexual health problems as they find themselves pressured to adopt certain behaviours that fulfil expectations of masculinity. Gender norms and stereotypes also exert pressure on men to maintain their gender identities (“boys don't cry”, “men must make a living”, etc.).

Plan assesses gender sensitivity with four criteria: Gender Unaware, Gender Neutral, Gender Aware and Gender Transformative. Currently many of our projects are at gender aware level, where we improve the daily condition of women and girls by addressing practical gender issues, but do not necessarily manage to transform gender relations by tackling root causes of gender inequality. This Programme has set itself the highest level of ambition on gender: it seeks to improve girls’ social position by explicitly tackling the root causes of gender inequality, particularly unequal gender power relations, discriminatory social norms, policies and practices. In this way we improve the daily condition of girls while also advancing their position and value in society. The goal is to bring about significant and sustainable change not just in girls themselves, but also in the external barriers that prevent girls from realizing their rights. We work together with girls, boys, women, and men to achieve these objectives. Adopting this transformative approach ensures that our work results in positive and sustainable outcomes for girls and for everyone.

Understanding the intersection of gender equality and inclusion, Plan ensures that its mutually reinforcing nature works effectively and that it is clearly articulated and put into practice in our work. Tackling exclusion is also built into the fabric of this Programme. In each country where we work, exclusion is based on multiple factors, including gender, ethnicity, religion, language, physical or mental disability, class, caste, citizenship, sexuality, health status and a range of other factors. In many cases, these factors are enshrined in discriminatory policies and legal frameworks. We recognise that individuals have multiple identities that shape their experiences. Examining how identities intersect is central to understanding and tackling discrimination, exclusion and gender inequality, because gender inequality intensifies the negative effects of all other forms of exclusion. In this Programme, we analyse and use disaggregated data to identify those groups most excluded or discriminated against. In this way, we can choose strategies which address the underlying causes of exclusion and discrimination to bring about lasting social change. A nuanced analysis of social exclusion is also a pre-condition to effectively applying the “Do No Harm” principle, which is central to our approach.

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3 Global Gender Equality and Inclusion Policy, Plan International, 2017, p. 1
1.4 Theory of Change

This programme is based on the Theory of Change of Plan International. It explains how we can best achieve our purpose, helping us work towards a world that advances children's rights and equality for girls. It explains what we will do to create change for all children, especially girls, and this falls into three main categories:

1. Dimension of Change: Social Norms, Attitudes, Behaviours, and Relations
   - At the roots of discrimination, gender inequality and exclusion, there are harmful social norms and power relations that determine how societies value and treat their members.
   - Sustainable change for all children, in particular for girls and the excluded, has to start with individuals as their positive attitudes, behaviours, and commitments will influence decisions and investments in all institutions of society (e.g. family, community, civil society, private sector, states, etc.)

2. Dimension of Change: Policy Frameworks and Budgets
   - Significant investment is needed from the side of governments from local to international.
   - Governmental duty bearers need to develop the necessary legal, political, and economic frameworks and systems that uphold the rights of girls and boys, taking into account the particular needs of the most vulnerable.
   - Policy frameworks will not yield any progress for children if they are not applied to quality services that reach those who are hardest to reach. These services will create the needed opportunities for children to thrive in safety and to develop fully into resilient and effective members of society.

3. Dimension of Change: Social and Economic Resources and Safety Nets
   - To build girls', boys', and young people's capacities to act independently and make their own free choices, they and their families need to have resources, capabilities, opportunities, and a sense of achievement.
   - Social and economic resources are critical conditions for a person's empowerment and also necessary to build resilience and enable people to change their own lives and the lives of others.
   - In moments of particular vulnerability, children and young people also need effective safety nets e.g. community solidarity initiatives with children without parental care.
   - Resources and capabilities require conscious investments of different nature from different actors.
In a nutshell, our Theory of Change is that as we strive to renegotiate power to obtain a more equitable opportunities for girls and boys to realise their sexual and reproductive health and rights. In doing this, we will be able to improve gender equality at societal level and to advance the interests of girls in particular. These specific interests of girls include for instance girls’ freedom from violence and freedom to make their own sexual and reproductive choices. We will work with both boys and girls, but the overall goal of the Programme is to advance the strategic interests of girls so that gender equality may be realized.

A key element of the Theory of Change, is mobilizing civil society to act. Civil society is defined as the arena outside of the family, the state, and the market – the space between the public and the private which is created by individuals, collective actions, organizations and institutions to advance shared interest. Civil society encompasses civil society organizations, social movements, and the actions of less formalized groups and individuals. A good example of such less formalized groups are youth groups, Community-Based Organisations (CBOs) and other community-based groups, such as the Village Savings and Loans Associations (VSLA). There are also a broad range of formally organized Civil Society Organisations (CSOs) who will have a stake in this Programme.

Strong community roots are part of Plan’s identity and an organisational asset, and this is a strength of many of our partners, too. The role of our interventions is to support groups of people to come together to address gender equality, harmful practices and girls’ empowerment in a way that best fits their realities. This gives people a sense of ownership over their activities and strengthens the sustainability of our work. It is this idea of collective action to advance girls’ strategic interest in society and equality for all that lies at the heart of our approach to civil society’s role in development.

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4 Strategic interests include: girls’ political empowerment; girls’ freedom from violence/bodily integrity; girls’ sexual and reproductive choice; gender transformative education; equal opportunities for decent; and fairly paid work. (CIVICUS World Alliance for Civic Participation; http://civicus.org/index.php/what-we-do Accessed in June 2017)


6 These can include for instance international civil society organizations (ICSO), environmental groups, women’s rights groups, farmer associations, faith-based organizations, philanthropic organizations, human rights groups, labor unions, cooperatives, village associations, professional associations, independent research institutes, humanitarian assistance organizations, and the non-profit media. (Civil society – framing the concepts. Internal working paper of Plan International, May 2017)
2.1 Why this focus?

The term sexual and reproductive health refers to complete mental, physical and social well-being, and not merely the absence of disease or infirmity. It also encompasses a positive and respectful approach to sexuality and sexual relationships, as well as reproduction, and implies that people should have the capability to decide if, when and with whom to have children. In doing this, girls and women should be free from coercion, discrimination and violence.7

Beyond health, the term “sexual rights” are an even broader concept: to put it simply, they arise from the application of all existing human rights to sexuality and sexual health. These include, among others, the right to marry and to found a family with the free and full consent of both spouses, and to decide the number and spacing

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7 ICPD Programme of Action 1994, Article 7.2
of one's children; the right to information and the right to an effective remedy for violations of rights. Beyond these general definitions, there exists a rigorous framework of standards on SRHR defined by the UN, which will guide the implementation of all our interventions.

Plan International and its partners believe that all young people have the right to make their own free and informed choices and to have control over their sexual and reproductive health and lives, free from coercion, violence, discrimination and abuse. Girls and young women in particular are often denied the ability to exercise these rights. However, around the world, a significant proportion of adolescent boys and girls grow up - and begin their sexual lives - without access to timely, appropriate and quality information, education and services. They lack the knowledge, skills and opportunities to make and negotiate informed, autonomous decisions for the exercise of a healthy, safe and enjoyable sexuality - free of coercion, subjugation, violence or discrimination.

“I HAD NO IDEA HOW YOU GET PREGNANT. I DIDN’T EVEN KNOW I WAS PREGNANT. WE DIDN’T LEARN ABOUT THOSE THINGS AT SCHOOL. I WAS AFRAID OF THE DELIVERY. I THOUGHT I MIGHT DIE. I DON’T LIKE BEING A MOTHER, BUT I LIKE MY CHILD.”

– Mulenga, 14, Zambia.

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8 See WHO working definition 2006a, updated 2010
9 The word “we” is used henceforth in this document to refer to both Plan and its partners engaged in this Programme.
Adolescents, especially adolescent girls, are an often overlooked and under-served population group. The World Health Organization (WHO) defines adolescents as those people between 10-19 years of age, and this is the age group that we also target in this Programme. The great majority of adolescents are, therefore, included in the age-based definition of “child”, adopted by the Convention on the Rights of the Child (a person under the age of 18)\(^\text{11}\). Nonetheless, initiatives that promote children's rights often lack focus on adolescents, who have their own specific needs, capabilities and aspirations, different from younger children. Similarly, women's empowerment initiatives also lack this focus. This leaves adolescents especially vulnerable.

The unprecedented number of young people entering their reproductive years over the next 15 year period will result in a projected 40% rise in demand for safe, effective, and affordable sexual and reproductive health services.\(^\text{12}\) We believe it is the right of this generation to make informed choices and have access to voluntary rights-based contraception programmes, as well as enabling youth, especially women, to complete their education and have better access to employment. Adolescents, especially girls, also continue to experience high levels of sexual violence and coercion, and to be subject to harmful practices including Female Genital Mutilation (FGM) and child marriage, which have often devastating effects on their sexual and reproductive health and well-being. They are too often denied the choices, opportunities and means to protect themselves against early or unintended pregnancy or dangerous abortions, and against sexually transmitted infections, especially in situations of conflict, post conflict and disaster. The statistics are staggering:\(^\text{13}\)

- Approximately 16 million adolescent girls aged 15 to 19 and 2.5 million girls aged 12 to 15 give birth each year. Girls younger than 15 years face the greatest risk since early childbirth is associated with higher maternal mortality and morbidity rates. They also suffer the gravest long-term health and social consequences from pregnancy, including high rates of maternal death and obstetric fistula.
- Over 30% of girls in developing countries marry before 18 years of age. Child and forced marriage is a harmful practice and a high risk factor for early pregnancy. 90% of births to adolescents aged 15 to 19 occur within marriage.
- Pregnancy and childbirth are the second most common cause of death for adolescent girls aged 15-19. Among these, a significant number are due to unsafe abortions. Around 70,000 girls between the age of 10-19 die from birth-related complications every year. Child mothers are often out of school, married and may have serious health complications from their pregnancy or delivery.
- 1 in 10 girls (120 million girls worldwide) under the age of 20 have been subjected to forced sexual intercourse or other forced sexual acts. Nearly half of all sexual assaults are directed against girls 15 years or younger.
- 200 million girls and women have been subjected to female genital mutilation/cutting (FGM/C) in 30 countries, predominantly in Africa and the Middle East, and in some countries in Asia.
- HIV is one of the leading causes of death for adolescents globally; 90% of the world’s HIV-related deaths occur in Africa. Young women aged 15 to 24 are three times more likely to contract HIV than young men.
- Each additional year a girl spends at school increases her future salary by 10–20 per cent, and each euro invested in the promotion of sexual and reproductive health benefits the national economy by EUR 120.\(^\text{14}\)

In January 2017, US President Donald Trump re-instated a federal ban on government funding for international NGOs that counsel women on family planning options that include abortion. Under the ban – commonly known as the “Global Gag Rule”, even NGOs that wish to use their own funds to pay for abortion care and information are barred from receiving federal funding. This so-called Gag Rule created a gap of 600 million USD in funding to organisations providing family planning services, severely damaging and even halting many large scale SRHR programmes around the world. Hence, focused efforts are needed to bridge this funding gap. The SRHR policy position of Plan International states that the provision of services for safe abortion should be available and accessible to all girls and women, while highlighting the need to prevent unintended pregnancy through the provision of Comprehensive Sexuality Education (CSE).

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\(^{11}\) Adolescents are defined as 10-19 years old, while youth are 15-24 year-olds, and young people (10-24 years) is a term used to combine adolescents and youth.

\(^{12}\) ibid.

\(^{13}\) All statistics from Impact Area Overview: Sexual and Reproductive Health and Rights, Plan International, Feb. 2016, except the last one.

2.2 Lessons learned

There is a significant gap between policy and programme practice in the field of adolescent SRHR. For example, a recent global review on the topic suggests that a significant number of countries have adopted policies that include comprehensive sexuality education. However, large-scale implementation has only occurred in a few countries and there has been limited progress in reaching excluded groups and younger adolescents. For many years, SRHR methodologies – particularly those of governments – have been centered on abstinence and “be faithful” approaches, not responding adequately to evidence that more comprehensive and rights-based approaches must be put in place.

SRHR programmes are often too narrowly focused on health only, without paying due attention to the underlying power dynamics within families, communities and the state. This programme seeks to address all rights in this area through a more holistic approach and at individual, community, state and societal levels at the same time. Plan’s vast experience on SRHR has shown that work on underlying harmful gender norms and on masculinities is critical to enable behaviour change, and hence engaging with men as well as traditional leaders is key. Change does not happen through confrontation with the traditional leaders; rather, their support is needed. We will use the proven methods of community conversations, inter-generational dialogue and peer-to-peer groups, with active participation of adolescents themselves, to achieve a more holistic approach. Therefore, the proposed approach doesn’t only focus on prevention of early or forced marriage, for example, but also on addressing the needs of adolescents who are already married and who may already be young mothers and on changing social norms.

Targeting a wider age group is another key issue. Often SRHR interventions target the older age group of above 15-year old adolescents. In

17 This has been learned for instance from the FGM work of Plan Finland in Sudan in 2009-2012.
In this Programme, we will seek to facilitate more gender responsive and adolescent-friendly SRHR services.

According to the UNESCO guidelines, which recognize the importance of starting age-appropriate comprehensive sexuality education from the age of 10, this Programme addresses also the needs of young adolescents (10-14 years). In this context it is important to recognize that children’s, adolescents’ and youth sexual and reproductive rights are sensitive topics, intertwined with many negative social norms and societal taboos around sexuality that manifest often with discrimination. There are perceptions that sexuality begins only at adolescence and a fear that access to information and services will lead to greater sexual activity among youth, despite robust evidence to the contrary. Our target group therefore includes girls and boys in their early adolescence, while taking care to ensure that the activities are age-appropriate.

Education has an important role in a comprehensive approach to SRHR. To put it simply, education can be considered a social vaccine against child marriage. The longer a girl stays in school, the longer she can delay her marriage, and the less likely she is to marry off her daughters before they turn 18. Given that pregnancy is one of the leading causes of death for an adolescent girl worldwide, staying in school may in fact save a girl’s life. In this Programme, schools will be used as an entry point for developing adolescents’ life skills, including knowledge related to sexual health, relationships and puberty. Comprehensive Sexuality Education (CSE) at schools can help adolescents to develop their knowledge, ability, autonomy and confidence to make free and informed decisions about their sexual and reproductive lives. As a consequence they are also able protect themselves against ill-health, violence and unintended pregnancy. We will start work from those schools where Plan and partners have already worked for years, which makes it easier to enter into the sensitive territory of SRHR issues. There is also a need to harness the potential of information and communication technologies (ICTs) for expanding girls’ access to information and bringing digital educational materials even to remote areas and populations.

The economics of child marriage intensifies power disparities within households. In many cases, younger girls are married to older men, which further exacerbates sexual and economic power dynamics. In such a setting, “feminine virginity can be seen as a precious asset that needs to be managed by men and commodified in diverse ways in many different cultural contexts.” However, eradicating the custom of bride price does not alone solve the economic dimension of child marriage: often girls are

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19 Impact Area Overview: Sexual and Reproductive Health and Rights, Plan International, 2016, p. 4
married off for the simple reason of having "one mouth less to feed" and an expectation that the new family will support the daughter. In every context, the root causes and dynamics need to be unpacked to ensure that economic measures help to change gender dynamics. Our projects will include aspects of economic empowerment both for parents and for girls themselves, and seek to build a linkage between increased income and education: the income can help finance the school fees of girls, hence delaying the age of marriage.

In addressing issues of child marriage, Plan International is not starting from scratch but rather building on its experience under the umbrella of 18+, a comprehensive model for tackling the issue of Child, Early and Forced Marriage (CEFM) with a long-term and sustainable vision that is well coordinated and provides space for shared learning. 18+ takes a multi-level, holistic approach to identify and address the root causes or ‘drivers’ of CEFM as well as relevant agents of change at all levels. 18+ works with entire communities, including men and boys, to model positive gender norms. Across the globe, there has been considerable work to build diverse partnerships and to engage traditional and religious leaders as key influencers to promote norm change within communities. Consequently, a global community of practice on tackling CEFM also exists in the Plan International federation, which in turn can increase learning and effectiveness for this Programme too.

Addressing the root causes of exclusion and marginalization are important for realizing adolescent SRHR for all, in the spirit of “leave no one behind.” The underlying factors of exclusion include harmful gender norms and stereotypes, poverty, stigmatisation of youth sexuality and other negative social, religious and traditional norms interlinked and reinforced by power and gender inequalities. In particular, girls and excluded groups – such as those living with a disability – often experience a greater lack of voice, choice and control over their own bodies and sexuality. We will seek to tackle the root causes for why rights are not realized. The most common of these are barriers to quality education, inadequate child protection systems and the lack of adolescent-friendly sexual and reproductive health information, education and services.\(^\text{22}\) The comprehensive and holistic approach adopted in this Programme seeks to target these \textit{social determinants} for girls’ health and rights. There is also an acute need for behaviour change communication, to promote an enabling environment for adolescents’ SRHR, as well as the development of internal assets such as self-esteem, empathy and a sense of social justice, which can empower adolescents to transition safely to adulthood and safe and satisfying sexual and reproductive lives.

Finally, without sufficient public services, rights cannot be realized. Children, adolescents and youth may face discrimination by health service staff, teachers and parents in accessing commodities, services and information related to their sexual and reproductive health. In this Programme, we will seek to facilitate more gender responsive and adolescent-friendly SRHR services. These are services targeting adolescents that are sensitive to their particular needs, with particular attention paid to availability, accessibility, acceptability and quality; and that are scientifically and medically appropriate with personnel trained to care for adolescents, adequate facilities and scientifically accepted methods. Our aspiration is that adolescent- and youth-friendly health services would include information, contraceptives and safe abortion services where legal.\(^\text{23}\) To ensure maximum reach and impact, we plan to utilize technology and digital tools to expand access to information and education where feasible.

\begin{boxedtext}
\textbf{Box 1: What do “adolescent-friendly” SRHR services mean?}\(^\text{24}\)
\end{boxedtext}

Global standards for quality health-care services for adolescents include 8 standards for the following areas:

\begin{itemize}
  \item Adolescents’ health literacy;
  \item Community support;
  \item Appropriate package of services;
  \item Providers’ competencies;
  \item Facility characteristics;
  \item Equity and non-discrimination;
  \item Data and quality improvement;
  \item Adolescents’ participation
\end{itemize}

\(^{22}\) ibid., p. 3

\(^{23}\) In line with CRC General Comment 4, paragraph 30.

\(^{24}\) Global Standards for Quality Health Care Services for Adolescents; WHO and UNAIDS; 2015
2.3 Situation in Ethiopia, Uganda, Mozambique and Laos

Among the countries selected for this Programme, there is variation among the different dimensions of SRHR and gender equality, and finding comparative statistics across countries is difficult. Rather than comparing the countries or presenting statistics that can be generalized to them all, in this section we will provide a few highlights of the contexts within which we will work. The full situation analysis for each country is presented in the country project summaries in Annex 2.

The criteria for country selection has been thorough, involving for instance an analysis of the child rights situation, gender equality index and human development index; Least Developed Country status (all four countries below to this category); existing information on the SRHR situation in the country; Plan's existing programming portfolio; other complementary actions; previous performance of the Country Office and consideration of Finnish development policy priorities. The overall number of countries has hence been reduced from the 2015-17 programme. Two of the countries selected for this Programme are priority countries of Finland: Ethiopia and Mozambique. Plan Finland has a long-standing experience of previous MFA-funded work, and an excellent working relationship in all the countries.

The countries in this programme face large gender disparities. Despite the progress over the last decade, Mozambique for instance ranks 135th of 157 countries on the Gender Inequality Index and Uganda holds the place 121. Persistence of unequal cultural norms, practices and traditions as well as patriarchal attitudes and deep-rooted stereotypes regarding roles, responsibilities and identities of women and men in all spheres of life perpetuate discrimination against women and girls.

Such stereotypes also contribute to the persistence of violence against women, as well as harmful traditional practices (HTP) including child marriage and female genital mutilation (FGM). In this Programme, FGM will be addressed specifically in Ethiopia, where the estimated prevalence of FGM in girls aged 0-14 is as high as 47% in Amhara region.26

Gender-based violence remains a common occurrence, both inside and outside the home, in all four countries. In Laos, a 2009 survey by the Gender Resource Information and Development Centre shows that one in five of the women surveyed reported having experienced physical violence by a domestic partner at some time in their lives, and about half of this group reported that they were currently experiencing physical domestic violence. In Mozambique, a survey revealed that 70% of girl respondents reported that they knew some teachers using sexual intercourse as a condition for promotion between grades, and 50% of girls stated that not only teachers abuse them sexually, but also boys in their peer group. Furthermore, 80% of girls recognized that sexual abuse and harassment occur not only in the schools, but also in the communities. About 27% of girls aged 15 to 19 report experiencing some kind of violence or being forced to have sexual relations at least once in their life27.

Child marriage is addressed in all projects. Almost half of girls in Mozambique are married before they turn 18, and more than 70% of girls from the poorest 20% of households are in formal unions before age 1828. The rates are high also in other countries (see Table below) and the poorest, least educated girls living in rural areas are most affected. Most of the marriages are de facto unions, rather than legally registered marriages, but the implications to girl’s education, due to domestic work and childcare, are the same. Marriage via abduction is not uncommon in Ethiopia, especially in the southern parts of the country, which have traditionally had bride price arrangements wherein young men and their families give cattle or money to the family of the bride. In some regions, the prevalence of child marriage is higher than the national average; for example in our programme area in Amhara, Ethiopia, over 50% of young women (20-24 years) are married by the age 18. Similarly, the highest child marriage rates are found within Laos’ rural, ethnic minority groups, targeted by this Programme.

Child marriage often marks the beginning of sexual activity and early and frequent childbearing. In Uganda, 25% of adolescents aged 15-19 have begun childbearing and the median age for first sexual intercourse is 16 years. By age 15, 23% of females have had sexual intercourse.29 By the age of 16, 22% of girls in Mozambique have had one or more pregnancies. In Laos, in a cross-sectional study of 913 randomly sampled 16-19 year old adolescents in Luang Namtha province, 56% had sex during the last six months, 44% had multiple sex partners during the last six months, and 52% had not used a condom during the last sexual intercourse.30 Youth use of contraceptives is low also in other countries, and expressly discouraged in some due to conservative social norms.

Alemayehu 14, is a member of a Plan International boys’ club in Ethiopia. He has spoken out against harmful practices like female genital mutilation. His parents have agreed not to cut his sister, unlike their four older daughters. “I want to marry an uncut girl,” he said.31
Early marriage also plays a role in nutritional status: those households where the mother had her first child before 19 have the highest rates of malnutrition. In Mozambique, a staggering 43% of children under five years of age exhibit signs of chronic malnutrition (stunting). As such, reductions to teenage pregnancy rates should have a positive impact on infant nutritional status and thus improve the life chances for these infants, again increasing their resilience. Poverty can also drive unsafe practices and often leads to a higher prevalence of child marriage and childbearing, as well as transactional and survival sex. This is true for instance in the post-conflict setting of Northern Uganda, where women and girls have been forced to engage in transactional sex to obtain food or other survival items because they have no other income, and where sexual and reproductive health services are often inadequate.

Box 2. Child marriage among women aged 20-24 years old

In Ethiopia, 41% were married before the age of 18 and 16% by age 15.
In Mozambique, 48% were married before the age of 18 and 14% by age 15.
In Uganda, 40% were married before the age of 18 and 10% were married by age 15.

The above rates are compared with 39% and 13%, respectively, in sub-Saharan Africa overall.
In Laos, 36% were married before the age of 18 and 9% were married by age 15.

Statistics for under-15 not available.

It is worth noting that civil society space is shrinking in many of the Programme countries. The Charities and Societies Agency legislation enacted by the Ethiopian government prohibits Ethiopian resident and International NGOs to work on human rights, democracy, gender equality, child rights, rights of persons with disabilities related issues as well as on political advocacy and influencing. This has effectively cut off funding and stopped many Ethiopian NGOs working on human rights issues including gender equality. The regulation in Ethiopia dictates that a minimum of 70% of project budgets must be spent on tangible services to address immediate needs, and only 30% can include work related to more abstract issues such as a change of social norms.

The Ethiopia project in this Programme, Y ene Raey – My Future, will be almost completely of the latter kind. This is possible thanks to the large overall portfolio of Plan Ethiopia, as the 70/30% ratio is calculated at the level of Plan International as a whole. This other funding portfolio includes humanitarian aid from Finland, among others. Similar trends of a closing civil society space exist in other countries too; most notably in Uganda; some indications of a closing space can be seen in Mozambique as well. In Laos, there has been some opening of space since the passing of the decree in 2009, but the political climate is extremely restrictive in this respect and even the word civil society is not widely used (the official term is Non-Profit Associations, NPAs).

32 Inquérito Demográfico e de Saúde 2011 (Demographic and Health Survey – DHS)
33 Data from www.girlsnobrides.org
34 The Regulation states that “Any charity or society shall allocate not less than 70 percent of the expenses in the budget year for the implementation of its purposes and an amount not exceeding 30 percent for its administrative activities.” These “administrative activities include all “soft” aspects such as trainings and awareness raising, CSO Taskforce 2011: User’s Manual for the Charities and Societies Law.
Finally, there are a number of complementary actions to this Programme. Plan International supports a large number of SRHR programmes and this is a growing area of work. In 2015, €25 million were invested globally in SRHR programmes, including sexuality education, family planning and HIV and AIDS programmes. An even larger programming experience exists on adolescent health and empowerment more broadly. In Mozambique and Uganda, the projects have been shaped and influenced by the existing 18+ Ending Child Marriage projects, which are based on a global model as part of a regional initiative in East and Southern Africa. Since 2012 in Ethiopia, Plan Finland has also implemented a programme on ending female genital mutilation (FGM) and child marriage, and has also recently completed complementary UNWomen and EU grants on the same topic. In Laos, SRHR is a relatively new sector, but the country office works already on menstrual hygiene and has a strong track record on maternal, newborn, and child health, and adolescent life skills.

The programme areas within countries have been selected according to a number of factors, the most important of which are:

1. the presence of Plan and its partners in the area - a sensitive topic such as SRHR requires an existing relationship and trust;
2. development indicators in the area, especially on child marriage and teenage pregnancy;
3. achieving sufficient scale for national level advocacy purposes.

THE CRC NEEDS TO BE SEEN TOGETHER WITH OTHER CONVENTIONS AND PROVISIONS, IN ORDER TO PROTECT THE FULL SEXUAL AND REPRODUCTIVE RIGHTS OF ADOLESCENTS.

2.4 Alignment with Global and Finnish Development Policy

Sexual and reproductive rights for adolescents are stipulated in a number of international human rights instruments, as outlined above. They include the right to choose whether, when and with whom to engage in sexual activity; to choose whether, when and with whom to have children; and to access information, opportunities and means that enable these decisions, free from violence, coercion, subjugation and discrimination.

The UN Convention on the Rights of the Child (CRC) addresses the right to be protected from all forms of physical and mental abuse, discrimination and all forms of sexual exploitation. It also stipulates the right to information, education and services related to sexual and reproductive health and rights (SRHR). However, existing provisions within the CRC looks at sexual and reproductive health from a protection angle. The CRC needs to be seen together with other conventions and provisions, including the Beijing Platform for Action, and the International Conference on Population and Development (ICPD) and its Programme of Action, in order to protect the full sexual and reproductive rights for children, adolescents and youth. Protection in relation to sexual orientation and gender identity is also provided by regional and international human rights mechanisms.35

Box 3. Links to relevant human rights instruments

Sexual and reproductive rights for children, adolescents and youth

- Articles 2, 3, 19, 24, 28 and 34 of the Convention on the Rights of the Child (CRC)
- Articles 5, 10, 12, 13 and 16 of the Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW)
- Articles 16, 23 and 25 of the Convention on the Rights of Persons with Disabilities (CRPD)
- The Optional Protocol to the Convention of the Rights of the Child on the sale of children, child prostitution and pornography

The 2030 Agenda for Sustainable Development includes direct targets on SRHR as well as some that address underlying factors hindering the realisation of SRHR, such as child, early and forced marriage, poverty, gender inequality, violence, stigma and discrimination, as well as barriers to quality education. These targets offer a solid foundation for advances on SRHR and represent positive progress for women and girls. The agenda also recognises the importance of a life-cycle approach and the need to link SRHR with other areas of health. The agenda takes a more narrow view on some issues such as the right to access safe, quality abortion services and the SRHR services for adolescents, particularly in the lower age group of 10-15. Still, the following Sustainable Development Goals (SDGs) and targets can drive the realisation of SRHR for adolescents (see Box 2).

**Box 4. List of SDGs to which this Programme contributes (abridged)**

**Goal 3: Ensure healthy lives and promote well-being for all at all ages**

3.1 Reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
3.3 End the epidemic of AIDS
3.7 Ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

**Goal 5: Achieve gender equality and empower all women and girls**

5.2 Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.
5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations.
5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

**Goal 17: Revitalize the global partnership for sustainable development**

17.17 Encourage and promote effective public, public-private and civil society partnerships

The Partnership for Maternal, Newborn and Child Health (PMNCH) has convened key global stakeholders, including Plan International, to place women, children and – as of 2015 – adolescents at the heart of the 2030 Agenda. Together with the UN Secretary-General and Every Woman Every Child, the PMNCH launched the Global Strategy for Women’s, Children’s and Adolescents’ Health 2016–2030. This framework intends to act in parallel to the SDGs, providing guidance to accelerate momentum for progress on women’s, children’s and adolescents’ health.

**Finnish development policy**

The Finnish development policy places gender equality at the top of its agenda with the priority area of enhancing the rights and status of women and girls. The policy spells out the following key goals with respect to gender equality:

- women and girls are better educated and have better skills;
- women and girls have better access to high-quality basic services;
- women and girls have better opportunities to influence political decision-making and participate in economic activity;
- more women and girls enjoy the right to make decisions, which affects their lives, and a smaller number of them fall victims of violence and abuse.
This Programme systematically addresses each of the goals listed above and promotes gender equality through a solid human-rights-based approach. A background study commissioned by Plan International Finland and UNWomen pointed out that there is still need for more concrete measures to implement these policy objectives and to make the relationship between girls’ and women’s rights and the human rights-based approach visible. The Policy also states that “Finland will promote the capability of countries to respect, protect and fulfil the rights of women and girls, including sexual and reproductive health and rights, and to remove the obstacles to their realisation. Finland will support the capacity of developing countries’ public administration to provide public services, such as education and health.” In March 2017, Finland made an additional 20 million EUR contribution for the promotion of sexual and reproductive health and rights in developing countries, in response to the #SheDecides initiative by the Netherlands. This initiative aims to compensate for the recent policy changes and funding cuts of the US administration.

The Programme contributes also to the implementation of the Finnish development policy in terms of its commitment to the rights of the most vulnerable, particularly people with disabilities as well as climate change (see section on resilience under chapter 3.4). Finally, our work on innovation is well aligned with Finland’s development policy in promoting actions that “make better use of new know-how, value chains, technologies and innovations that respect sustainable development” and our corporate engagement will directly contribute to the priority of private sector engagement. Finally, the Finnish government is currently in the process of designing a civil society policy, and the participation of Plan Finland in this process has usefully informed the design of this Programme. There are also a certain number of elements defined by the Programme-Based Support (PBS) instrument, to which this Programme responds directly. The following objectives and approaches are particularly relevant:

- we will strengthen the capacities of civil society actors for free and autonomous civic action in our programme countries – for instance, by supporting youth groups and girls’ clubs in getting organized and having their voices heard;
- our approach contributes to an enabling environment for civil society, for instance by introducing new digital tools facilitating interaction, in seeking harmonized coalition building where CSOs don’t compete with each other; and opening up constructive dialogue with governments;
- we seek to open up channels of influence to people and communities on issues that matter to them as rights holders;
- we will strengthen the abilities of duty bearers to perform better, for instance in incentivizing and supporting them to deliver adolescent-friendly services and to be more gender responsive;
- in everything we do, our approach is to support collaboration and interaction between various actors in society;
- we work through a mindset of universality and global interdependence, linking together youth in the North and South, and distributing information on current development challenges and the results of our work.

Finally, the projects have made conscious efforts to ensure good complementarity with the most relevant initiatives ongoing in the sectors of our intervention, including those supported by the Finnish government. The Finnish Country Strategies have been consulted and in many cases, we have paid a visit to the local Embassy (where available) to ensure coordination.

40 The policy states that “the rights of children and the most vulnerable, notably persons with disabilities, are taken account of in all our activities;” and that “all our activities are geared to climate change mitigation and giving support for climate change adaptation and preparedness.” Finland’s Development Policy. One world, common future – towards sustainable development. Government report to Parliament, 4 February 2016. pp. 13; 2016.
3. PROGRAMME DESCRIPTION

3.1 Overview

This Programme is firmly anchored in a human-rights transformative approach in terms of its standards and design, and reflects a comprehensive approach to SRHR. It is composed of an overseas component, involving six projects in four developing countries; and a domestic component, for activities in Finland (see section 5.1 Budget for an overview). The overseas component focuses more on the SRHR theme, while the domestic component has a broader scope of engaging youth and the public on sustainable development and equality for girls. Both components will receive technical support as appropriate, described under the section “4. Added Value of Plan Finland”, on five themes: Gender and SRHR, Innovation, Digital Development, Disability Inclusion and Corporate Partnerships. The purpose of this broad, cross-cutting technical support is not only to enhance the quality of the Programme itself, but also to contribute the Plan International federation globally on themes where Plan Finland holds specific expertise. This responds to a particular recommendation by the CSO Evaluation, as explained below.
The Programme in the five developing countries contains four components, which are broadly similar in each country, to ensure programmatic coherence. Each of the components is focused on a specific target group: adolescents; wider communities; civil society; and government and duty bearers. This reflects the Theory of Change described above, where lasting change happens only where different levels and actors are addressed at the same time. The overall impact of this main part of the Programme focuses on girls: Adolescent girls are empowered to be free from harmful practices and to enjoy their sexual and reproductive health and rights, in societies where gender equality is realised.

The component in Finland is formulated according to the same logic of actor-based outcomes, and involves rather similar outcome areas, but contains slightly different kinds of results due to the different nature of this work. In this component, we will engage with more than 312,000 people to realize the overall impact of our domestic program: Children and young people are active and responsible citizens in a democratic society that respects human rights and promotes gender equality and sustainable development. This component focuses on the idea of universality of child rights and equality for girls, and promotes awareness of sustainable development among the Finnish public.

Target groups and beneficiaries
The primary impact group of the Programme in developing countries are adolescent girls aged 10-19, including marginalized and vulnerable groups. Other target groups include adolescent boys, parents and other community members, traditional and religious authorities, civil society in all its forms, governments and local level authorities, health service personnel, education sector personnel (especially teachers in upper primary and secondary schools). Within each of these groups, there will be both direct and indirect beneficiaries, depending on their involvement in the activities.

Direct beneficiaries are the people who are the target of, and who we know are immediately affected by project activities. They are the people who take part in specific training or awareness raising or receive materials, services, or other direct support from the project. Indirect beneficiaries are those who we have good reason to assume will be affected by the project. This can be people who have a connection to a direct beneficiary and therefore benefit from the increased resources or capacities of that person. For example, the family members who also benefit from the increased household income through the person who participates in savings groups. Or the children who attend the school where their teachers receive training on sexuality education. For the FGM related activities, indirect beneficiaries include also those infants who are spared from the harmful practice.

41 Such as young people that are excluded and discriminated based on class, ethnicity, ability, language. Also child mothers and pregnant girls are identified as a particularly vulnerable group.

42 How to count beneficiaries in projects, internal guideline, Plan International, April 2017
The primary impact group of the component in Finland are boys and girls aged 5-18 and youth who are 19-30 year old. In addition, our development communication and volunteer work’s target groups include adults and the wider general public. Other target groups include political decision-makers, Plan’s supporters and donors, young immigrant women, government and local level authorities, such as schools and other education sector personnel (especially teachers in primary and secondary schools). Our volunteer and youth groups’ activities are predominantly involved with the direct beneficiaries. The domestic programme’s activities are multifaceted, such as workshops, street campaigning, exhibitions, panel discussions and large events, which makes the actual reach of the indirect beneficiaries relatively high. However, in our assessment of indirect beneficiaries we have included only those that can be reliably assessed, such as the number of people who received our leaflet in our events or have downloaded our education materials from the online material bank.

Overall, the Programme will reach 400,000 direct and nearly one million indirect beneficiaries, including both overseas and domestic components. Over half of the direct beneficiaries are adolescents. The more detailed breakdown of these figures is provided in Table 2.

Those reached by our communications work will be counted separately from beneficiaries. The Communications component of this Programme is expected to reach an audience of approx. 300,000 individuals directly per year, through visitors to Plan International Finland website, publications, social media followers and subscribers to the digital newsletter. All of the audiences are reached with a coherent message about the importance of sustainable development, child rights and equality for girls. In particular, we will seek to amplify the voices of girls from developing countries. In addition, there will be a significant number of “hits” in the Finnish media: each year, we expect to reach media hits with a total circulation of at least 20 million, as verified by an independent information

### Table 1. Overall number of beneficiaries

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>400,796</td>
<td>982,420</td>
<td>1,383,216</td>
</tr>
</tbody>
</table>

### Table 2. Breakdown of beneficiary numbers per project

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Mozambique</th>
<th>Ethiopia</th>
<th>Uganda</th>
<th>Laos</th>
<th>Youth Participation and Global Citizenship Education in Finland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Direct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adolescents</td>
<td>1,300</td>
<td>1,300</td>
<td>2,600</td>
<td>42,400</td>
<td>35,400</td>
</tr>
<tr>
<td>Adults</td>
<td>400</td>
<td>400</td>
<td>800</td>
<td>33,000</td>
<td>26,000</td>
</tr>
<tr>
<td>Total (direct and indirect)</td>
<td>12,000</td>
<td>12,000</td>
<td>24,000</td>
<td>305,000</td>
<td>260,000</td>
</tr>
</tbody>
</table>
The Programme involves four strategies to realise its overall objective:

1. Build capacity and confidence of girls and boys to use their ‘power within’ to realise their rights and to reject harmful practices, understand, acquire life skills, seek and utilize appropriate services to prevent teenage pregnancy, keep girls longer in school and to prevent child marriage.

2. Engage parents and communities to raise awareness on the importance of sexual and reproductive health; confront gender stereotypes, address gender and social norms affecting girls, eradicate harmful practices such as child marriage, gender-based and sexual violence, and ensure families invest resources in girls education and protection;

3. Engage civil society and build its capacities to provide quality counselling to young people on SRHR, to influence and advocate for gender equality at different levels, and to build a global social movement for advancing gender equality and girls’ rights;

4. Engage with and support capacity development of government and duty bearers to provide quality SRH services and promote equality for girls; improve the policy and legal framework and increase budget allocation in these areas; and strengthen legal enforcement and national coordination.

Civil society strengthening is a key dimension of this Programme. We will help enhance civil society capacity to raise awareness of gender equality and SRHR issues, advocate for changes in legislation, policy and practices and to monitor compliance of duty bearers (local and national authorities, schools, health clinics etc.) to their obligations. We will also build our civil society partners’ capacity to amplify their impact and reach. Throughout the projects, we will support civil society organisations – particularly at the grassroots level – to carry out community action, raise public awareness and provide services to young people on SRHR. Such collaboration is a two-way process through which Plan learns from the experiences and processes of our civil society partners.

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43 These are total figures of reach by Plan International Finland communications, however, the MFA funding would not represent the whole communication budget.
Programme of Plan International Finland 2018-2021

1.1 Knowledge and confidence building on SRHR for adolescent girls and boys
1.2 Peer-to-peer support
1.3 Menstrual hygiene
2.1 Parents’ and leaders awareness raising on SRHR
2.2 Local communities engaged in reinforcing positive social norms and tackling harmful practices
2.3 Savings groups and sustainable economic activities
3.1 Implementing partner CSOs organizational capacities developed
3.2 Civil society actions to influence and advocate for equality for girls
3.3 Girls and boys engagement in civil society actions to advance equality for girls
4.1 Government, local authorities and service providers supported to provide youth friendly adolescent SRH services
4.2 Actions for improving SRHR relevant policy level work with Government actors

1. Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights.
2. Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them.
3. Civil society actors are increasingly engaged and mobilise others for gender equality and girls rights.
4. Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices.

RESULTS CHAIN: DEVELOPING COUNTRIES

OUTCOMES

1.1 Enhanced knowledge and skills of children and young people to act in promotion of girls’ rights, gender equality and sustainable development goals.
1.2 Children and young people engage in initiatives that promote girls’ rights and global gender equality
1.3 Workshops conducted by the Child Rights Ambassadors increase children’s and youths’ knowledge and skills on child rights and enhances them to take action as global citizens
2.1 Education professionals (including CR ambassadors) have the knowledge and skills to conduct quality global citizenship education on child rights and gender equality
2.2 Quality global citizenship education resources available for education professionals
3.1 A global movement for girls’ rights gains visibility and active supporters across Finland.
3.2 National multi-stakeholder collaboration in promoting girls’ rights is supported.
3.3 Discussions about girls’ rights in the media and in public are raised
4.1 Girls’ rights and gender equality are addressed in political discussions on financing for development
4.2 Youth-led advocacy work on gender equality, girls’ rights and sustainable development reaches decision makers

IMPACT

Adolescent girls are empowered to be free from harmful practices and to enjoy their sexual & reproductive health and rights, in societies where gender equality is realized.

RESULTS CHAIN: FINLAND

OUTCOMES

1. Children and young people are active and responsible citizens that promote children’s rights, especially in terms of gender equality and sustainable development goals.
2. Educational professionals provide quality global citizenship education, especially on issues related to child rights, gender equality and participation.
3. The general public understands the empowerment of girls and women as a prerequisite for achieving the sustainable development goals and participates in actions towards enhancing global gender equality
4. Finland’s development policy supports realization of global gender equality and child rights and advances the fulfilment of the sustainable development goals.

IMPACT

Children and young people are active and responsible citizens in a democratic society that respects human rights and promotes gender equality and sustainable development.

Programme of Plan International Finland 2018-2021 29
In designing this Programme, we have made a conscious effort to make space for a more adaptive and responsive programming where we systematically test and validate our program approach throughout the implementation period. This increasingly turns implementation (“just do what it says in the plan”) into validation (“let's see if the assumptions are correct”) and continuous improvement (“are there ways to do this better than before?”). This also puts all stakeholders into a more curious, questioning and alert mode where the project implementation becomes more of a journey of exploration and development than a route of following instructions. It is against this background that we will review the specific outputs and their targets under each project, as we collect the baseline data. The outputs shown in our Results Framework are therefore marked as indicative, as it is possible that during the baseline work new insights emerge that will prompt us to adapt the projects to better suit local realities. Nevertheless, we will always strive to ensure that the results framework remains rigorous, even if it changes. This attitude of agile programming is in line with our approach to innovation and Human Centered Design, explored in chapter 4.

This is also well aligned with Plan's CCCD approach, especially on Strengthening Plan's accountability: We make sure that we constantly listen and respond to children and communities when we design and run our own programmes. This ensures that we treat people with respect, reinforcing that their views are important. It allows us to contribute effectively to the decisions people constantly make about their own development. As a result, our work is more relevant and sustainable, even when the context changes. Furthermore, it models the accountability that we expect from governments.

**What makes this Programme unique?**

This Programme holds a certain number of elements that bring a specific added value to the whole. Below, they are divided into three categories: those related to actors in this Programme, those related to the approach, and finally, the substance of our work.

**Who we are**

**Strong basis of trust at community level.** Plan has developed a strong reputation as a child-centred community development organization that has gained a good level of trust with communities. This is vital in addressing culturally (and sometimes politically) sensitive and contentious issues such as sexuality and reproduction. As a result of our strong relationships with communities and the fact that we place children at the centre of development,

Plan and its partners are well placed to engage adolescents and their communities in an empowering way.

**Existing networks of relationships.** Local organisations as well as Plan have fostered sound relationships with government officials and other duty bearers at both local and national levels and other stakeholders. This will enable us to meaningfully contribute to the local and national agenda and open a dialogue also on service delivery standards. The large programming presence and sheer “weight” of Plan is helpful in opening doors for smaller organisations' influence.

**Multiplier effects.** The design of our peer-to-peer activities is based on the idea of youth reaching out to their peers, hence achieving a multiplier effect. Our partners also reach a diverse range of civil society actors and other stakeholders. There is a multiplier effect in working through partnerships, and this Programme makes a conscious effort to convene various actors around our joint cause of girls' equality. The entire logic of our interventions is to trigger change by others, and it is through these “ripple effects” in the work of other actors that we can also assess our own success. We also engage in partnerships with corporate actors through our work in Finland.

**How we work**

**Scale and effectiveness.** This Programme is composed of relatively few large projects. By scale we also achieve cost-efficiency, reach and greater effectiveness. A larger project size is helpful in tackling a difficult programme area such as SRHR, because a significant presence and reach will allow us to better influence public...
opinion and demand accountability from those in power. Evidence shows that change happens when a critical mass of people throw their weight behind it, which is why the programmes need to carry weight in terms of both design and reach.

**Coherent results framework.** This Programme is based on well-researched global programme models and standards on best practice of SRHR programming within Plan International. There is also a significant investment into enhancing our Monitoring, Evaluation, Accountability and Learning systems, in order to ensure accountability for results. The quality of our work is further enhanced by shared learning and community of expertise from different countries, which we will make maximum use of. A coherent global results chain is a key strength of this Programme.

**Sustainability.** Our approach is to remove obstacles from the lives of girls and boys so that they can better help themselves. We work from the child outwards, whereas many other approaches work from services towards the child. This means that we also tackle underlying factors, which undermine young people’s wellbeing, such as child marriage and sexual violence. The Programme is also firmly anchored into existing community and civil society structures. We will work very closely with local authorities and will seek a long-term change at the level of policies and legislation.

**Innovation and digital technology.** Plan has been championing a new way of working in development cooperation; one inspired by Human Centred Design Thinking, a start-up mentality, and seeking to create more space for new initiatives, problem-solving and critical thinking. In addition, we will also include specific investments into innovation centred on girls, and speeding up the uptake of digital solutions (such as digital data collection) which will make our everyday work more efficient. There is also innovation in the Programme in its design, for instance in working with traditional kings – perhaps some of the most unlikely allies – against child marriage.

**What we do**

**Civil society strengthening.** Civil society strengthening is integrated as a fundamental pillar of the Theory of Change in this Programme.

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**WE WORK FROM THE CHILD OUTWARD, WHEREAS MANY OTHER APPROACHES WORK FROM SERVICES TOWARDS THE CHILD.**

This means building the organizational capacities of CSOs beyond our formal partners, and embarking on a mutual learning journey on gender equality and SRHR. We will also seek to facilitate direct engagement of people for the joint good of the community; be it via village savings groups or community radio stations. Civil society partners and community partners will be mobilized and convened under the idea of building a global social movement for equality and rights of girls around the world.

**Universality principle.** For more than a decade, Plan has been doing pioneering work on global citizenship education in Finland. Our goal is to bring together children and young people from around the world to act as citizens of the world, as well as being local actors of change. Connecting our programming in developing countries with youth engagement, education, awareness-raising and advocacy in Finland brings the idea of an interconnected world to life. The programme works on catalyzing a global social movement for equality of girls – no matter where they are.

**Holistic gender transformative approach.** Putting gender equality at the heart of development benefits the entire community. This holistic way of thinking is a unique development paradigm where Plan is particularly strong, and tackles the underlying causes of gender inequality, not only its manifestations. We seek to both improve the condition of girls, while also addressing the root causes of inequality.

**Tackling exclusion.** In the spirit of “leave no one behind,” the Programme makes an effort to target those most often excluded from the reach of SHR services: pregnant girls, girls with

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44 Global Programme Models are low cost, scalable programme methodologies that can be used across different programme areas and contexts to support positive change at the community level. They may be broad, such as the Community-Based Child Protection System or Village Savings and Loans Associations (VSLA), or tools targeted to specific groups, like the Community Scorecards adapted for teenage girls, which we intend to pilot in this Programme.
disabilities, ethnic minorities, child mothers and children under 15. It seeks to systematically eradicate social norms that prevent and sideline some groups from accessing the benefits of development. Specific partnerships have been agreed with disability specialist organisations. Moreover, all projects seek to enhance solidarity, social cohesion and a sense of equity at community level.

3.2 Responding to the CSO Evaluation

The Evaluation 2 on the Civil Society Organisations Receiving Programme based Support and Support for Humanitarian Assistance (2017) commissioned by the Ministry for Foreign Affairs of Finland made a number of useful recommendations, and we have made a conscious effort to respond to each of them in this Programme. Also the Mid-Term Evaluation of the Programme period 2015-17 made many similar recommendations, such as the need to invest in MEAL systems and aggregated results at programme level. In terms of this Programme, one of the most important recommendations – noted by both the CSO Evaluation and the Mid-Term Review – was to focus our work more and ensure greater coherence of results at programme level. 45

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45 Van Gerwen, Frans; Poutiainen, Pirkko; Crenn, Bernard: Evaluation 2 on the Civil Society Organisations Receiving Programme Based Support and Support for Humanitarian Assistance. Plan International Finland; p. 21; 2017 and Seppo, Majja and Pönni, Anne: Mid-term Evaluation of MFA Partnership Programme. Funding Framework 2015-2017: Realizing Full Potential – from Childhood to Empowered Youth. Final Report, pp. 4 and 9-10; 2016. From here on, these two reports will be referred to as “CSO Evaluation” and “Mid-Term Review.”
Table 3. How have the key recommendations of CSO Evaluation been addressed?  

<table>
<thead>
<tr>
<th>Recommendation (summarized)</th>
<th>No</th>
<th>How addressed</th>
<th>Where addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build on current strengths and focus on fewer countries.</td>
<td>1</td>
<td>The number of countries is now dramatically smaller and Programme is thematically more focused. It builds on existing work in various ways.</td>
<td>3.1 Overview</td>
</tr>
<tr>
<td>Put more emphasis on organizational capacity development of partners and develop partnership policies.</td>
<td>2</td>
<td>A comprehensive capacity development framework has been designed under Outcome 3. Partnership policies are explained in detail and will be reviewed as needed.</td>
<td>3.3 Programme Outcomes (see outcome 3); 3.5 Partnerships</td>
</tr>
<tr>
<td>Keep a balance between technical assistance (TA) to local partners and direct project funding. Fewer and larger projects; invest in technical capacity in child rights, girls/gender transformative change, ICT4D, innovation and M&amp;E.</td>
<td>3</td>
<td>Technical assistance will be provided on key areas of expertise of Plan Finland. Approx. 19% of the overall budget has been allocated to this (15% for technical areas and another 4% to MEAL).</td>
<td>4. Added Value of Plan Finland; 5.4 on MEAL</td>
</tr>
<tr>
<td>Improve M&amp;E methods and indicators to measure gender transformative change.</td>
<td>4</td>
<td>A major investment (approx. 4% of budget) will be made into Monitoring, Evaluation, Learning and Accountability (MEAL). A partnership with Accenture established to support this. Also, social action research and studies foreseen under Gender.</td>
<td>5.4 on MEAL;</td>
</tr>
<tr>
<td>Strive for harmonization and coordination of portfolios within Plan International and explore with MFA possibilities for pooled funding.</td>
<td>5</td>
<td>All projects are harmonized with country portfolios, as a matter of design. As for pooled funding with other donors, this has been explored but it is currently not allowed with the existing MFA rules.</td>
<td>3.4 Underlying Design Principles</td>
</tr>
<tr>
<td>Look for possibilities of cooperation with other Plan International members or with other specialised actors to address economic empowerment of target groups</td>
<td>6</td>
<td>It was not possible to find other specialist actors in each country to address economic empowerment issues. Therefore, we have integrated this under the Programme itself, in the form of facilitating VSLA groups.</td>
<td>3.4 Underlying Design Principles</td>
</tr>
<tr>
<td>Maximise potential as a policy actor and in advocacy.</td>
<td>7</td>
<td>This is fully addressed under Outcome 3. As for the assumed “strategic choice to keep a low profile” Plan does not agree on the finding. The reason why advocacy was not addressed in some projects is to avoid duplication: this is a very “crowded space” in Plan, with many other active projects.</td>
<td>3.3 Programme Outcomes (see Outcome 3)</td>
</tr>
<tr>
<td>Continue committing to long-term and continuous support.</td>
<td>9</td>
<td>While we have ended a number of projects under the 2015-17 programme in order to make space for this Programme in fewer countries, we have committed to long-term support.</td>
<td>3.1 Overview</td>
</tr>
<tr>
<td>More attention to financial sustainability of projects and ensure that exit strategies are realistic and flexible. Pay more attention to economic empowerment of beneficiaries.</td>
<td>10</td>
<td>On financial sustainability, see comment on recommendation no. 6: the Programme does specifically address the economic empowerment of beneficiaries.</td>
<td>3.3 Programme Outcomes (see Outcome 2)</td>
</tr>
<tr>
<td>Coordinate and cooperate with other actors, including Finnish Embassies.</td>
<td>11</td>
<td>Alignment and complementarity to Finnish Country Strategies has been considered in each project. In addition to Finland, there are also many other players with whom we will cooperate.</td>
<td>3.1 Overview</td>
</tr>
<tr>
<td>Continue investing in, pilot and scale-up innovations and ICT4D.</td>
<td>12</td>
<td>We will scale up the SmartUp Innovation facility in this Programme. This work was started three years ago. We will also invest in ICT4D / digital development.</td>
<td>4.2 Innovation and 4.3 Digital Development</td>
</tr>
</tbody>
</table>

46 The numbering of recommendations from the original CSO Evaluation report. The recommendation No. 8 has been skipped over as it is directed to MFA rather than Plan.

47 The Mid-Term Review observed that “evidence-based advocacy is strong in the projects of all thematic areas” (Seppo and Pönni, 2016, p. 5).
3.3 Programme Outcomes in Ethiopia, Uganda, Mozambique and Laos

Outcome 1. Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights

Experience has demonstrated that by building the confidence of children, adolescents and young people and amplifying their voices, we enable communities to change harmful social norms, attitudes and behaviors. This component seeks to facilitate a personal process of empowerment for adolescents through improved knowledge, attitudes and behaviors. The aim is that adolescents will develop their sense of empowerment and critical consciousness to make healthy decisions about their bodies and their future. Particularly girls at risk of child marriage will build their understanding of SRH and rights, gender and about harmful practices; and increase their knowledge and use of available SRHR services. We will use three main strategies to achieve the goal of this Outcome:

- Establish peer-to-peer groups for boys and girls
- Carry out age appropriate knowledge and confidence building related to SRHR issues for adolescent girls and boys, through in and out of school education sessions, awareness raising and training
- Support menstrual hygiene management in schools.

Champions of Change puts the girls and boys at the centre of the intervention, making them the driving force for change, instead of seeing them simply as beneficiaries of activities.

Peer-to-peer activities will support youth to actively examine and reflect how gender norms and power imbalances are present in their own lives. Participating youth will be encouraged to reflect on how to shift gender norms to create more equitable personal and social relations. As girls and boys become better informed on issues of sexual reproductive health and rights, their attitudes shift and also their behavior changes. Girls in particular become more body-confident and feel comfortable to seek services, take care of their sexual and reproductive health including menstrual hygiene, are able to make informed choices about their future, and voice their interests. Boys are also able to seek services and they understand the importance of gender equality and reflect these values in their everyday behavior. Boys are no longer bound by the rigid gender roles imposed on men. All young people are able to support each other in making their own decisions. Technology, such as

Roadmap for the Delivery of the Girls’ and Boys’ Modules
SMS messages or smartphone applications, will also be used to facilitate communications and exchange of ideas and knowledge.

A key approach under knowledge and confidence building actions is our Champions of Change model, an intensive program engaging girls and boys in critical reflections on gender dynamics. The model was originally developed in Latin America to work with boys exclusively in order to tackle the machismo culture. This successful model has since been broadened and further developed to include girls, in a “gender synchronized” approach. Champions of Change puts the girls and boys at the centre of the intervention, making them the driving force for change, instead of seeing them simply as beneficiaries of activities. The participants will carry out outreach activities in their communities and beyond, provide peer-to-peer support, and participate in project activities under other outcomes. The model engages adolescent girls and adolescent boys in critical reflections on gender dynamics, supports them in building their skills and capacities in their process towards empowerment, and contributes to developing a real understanding about their cultural, social, and personal contexts for changes in norms, attitudes, and behaviours.

Champions of Change prompts a process of reflection amongst participants for shifting rigid gender norms, highlighting their costs and privileges, to create more equitable personal and social relations. This approach helps to develop safe spaces for girl and boy participants. Although the journeys of change for the boys and girls develop separately, the methodology includes the development of safe spaces for bringing them together. The Curricula provide a consistent message on how gendered social norms affect both women, men, boys and girls. The Dialoguing Gender module runs throughout the boys’ and girls’ journeys, providing an opportunity to come together, reflect, and start a dialogue on relevant issues on gender equality and for becoming Champions of Change together.

For peer-to-peer activities, schools are a key entry point in all projects. In addition to the Champions groups, we will establish girls’ clubs and various other extra-curricular youth activities. Efforts will be made to also reach out-of-school

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**CORE MODULES IN THE GIRLS’ CURRICULUM**

- **Being assertive**
- **Being gender aware**
- **Being body confident**
- **Being informed about sexual and reproductive health**
- **Enjoying sexual rights and reproductive rights**
- **Living free from gender based violence**
- **Being economically empowered**

**PROGRAMME-SPECIFIC MODULES**

- **Living free from child marriage**
- **Being safe in the city**

**CORE MODULES IN THE BOYS’ CURRICULUM**

- **Showing solidarity**
- **Being a young man**
- **Being responsible regarding sexuality**
- **Being nonviolent in personal relationships**
- **Being a champion of change committed to gender equality**

**SHARED CORE MODULE**

**Dialoguing gender**

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48 Champions for Change for Gender Equality and Girls’ Rights. Process Description, p. 8; (undated). There are also additional resources such as the youth manual (“Youth Promoting Gender Equality”).
youth, for instance through government-run youth centres (in Ethiopia) and through working with Early Learning centres where young mothers can be reached (in Mozambique). In Uganda and Ethiopia, the project will promote girls’ football clubs including for out of school girls, as a way of promoting empowerment and body confidence. These will be complemented with school and community debating competitions and other social activities with young people. In Laos, our peer-to-peer approach will be adapted from Champions of Change methodology, and learning from this Programme will contribute to efforts by UNFPA Laos to develop a national approach to youth peer education on SRHR. We will also use and adapt UNFPA developed materials for teachers on comprehensive sexuality education. The Solar Media Backpack (see more in Annex 2), a portable multimedia center co-designed by Plan Finland and Aleutia, will be used to bring videos even to the most remote locations and populations.

Girls’ Score Cards is an innovative approach that will be started in Ethiopia and if successful, possibly scaled up to other countries within the Programme. This tool helps to improve public services for girls by helping them to understand what rights and entitlements they have; assess whether services meet their real needs; and design and implement improvements together with service providers. In our Programme, girls will make their own assessment on various public services available to them in their own environment. This approach helps girls to voice their concerns to duty bearers such as schools and health clinics at the local level, and foster a better understanding and collaboration between local authorities and girls. For instance, girls can point out instances or places where they often experience violence or harassment, and propose improvements. New technology such as smartphones with geographic information systems (GIS) will be introduced as appropriate. The process will build girls’ information literacy and awareness of services available to them, and also generate useful data to support local and national level action and advocacy.

Experience has shown that as girls and boys feel increasingly empowered, they start noticing rights violations in their immediate surroundings. We anticipate that also in this Programme, girls and boys will take collective action to promote SRHR and to challenge harmful practices, harmful gender norms and sexual violence. This may take place in conjunction with youth-led CBOs and CSOs. In Uganda, there is a strong legacy of “child-led bold actions” from our previous project.
on Participatory School Governance. These are youth-led initiatives to help their peers claim their rights. The youth may for instance pay a visit to the parents of a child who has dropped out of school and convince them to get their friend back to school, and there have also been several cases where young people have been able to annul a planned child marriage. Plan and partners accompany the youth and ensure that they are not put in danger when taking this “bold action.”

A complementary activity to the work with adolescents will be the work on menstrual hygiene management in schools. Poor water & sanitation facilities at schools and lack of sanitary products prevent girls from attending school during menstruation, which means that they miss a number of days from school every month. Where necessary, we will construct latrines for the schools49 and in Laos, we will also facilitate water supply. In all projects, we will support teachers to engage pupils on sessions around menstruation as a natural part of a girl’s life, in a way that seeks to undo girls’ shame surrounding the topic. As explained under Outcome 2, in Ethiopia and Mozambique we will also start income generating activities for girls and young women to make and sell washable sanitary pads. Uganda and Laos already have similar type of work ongoing, which is why this component on micro-enterprises is not included in their projects.

Outcome 2. Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn all violence against girls and enable better economic and social support for them

Under this Outcome, we will target the immediate surroundings of girls: their families and communities. It is crucial to challenge gender inequality and social norms which hinder fulfilment of the sexual and reproductive health and rights of girls and boys. Over time, we aim to change harmful norms such as child marriage, FGM and discrimination against girls. At the same time, we offer guidance to parents of adolescents for adopting positive norms, attitudes and behaviours around adolescent reproductive health, relationships, sexuality and gender. Shifting social norms is at the heart of gender transformative programming, because if we only empowered girls to claim their rights without also sensitizing their parents and communities around them, their attempts at claiming their rights would be more likely to be met with hostility and resistance. Our goal is not only to improve the condition of girls, but also raise their perceived worthiness in their societies. This means that not only they are allowed to decide about their own bodies and future, but also that resources within their families and communities are allocated more equitably between boys and girls. For instance, girls’ education is often seen as less important than that of boys, and poor families may not prioritise paying the school fees of girls. Our potential success within this Programme will be measured by the concrete changes in the lives of girls – and we will ask the girls themselves to assess this.

We will use three main strategies to achieve the goal of this Outcome:

– Carry out various information and awareness-raising activities at community level, carefully designed to fit each context to improve knowledge and understanding on gender equality and SRHR;
– Initiate and support various community-based social structures and systems to address gender equality and SRHR issues;
– Support savings groups in order to align the economic incentives of families with positive behaviors while also strengthening their resilience against disasters and disturbances.

Community-based information and awareness-raising activities will be facilitated in a way suited to each country context. This builds on our long-term CCCD work in the communities: it is only possible to enter into discussions on sensitive issues such as SRHR and Harmful Traditional Practices (HTP) when there is a solid foundation of mutual trust between the communities and Plan and our partners. Activities under this component include facilitating

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49 except in Mozambique, where (due to limited budget) we will seek to ensure that another complementary project takes care of latrine construction.
dialogue between young people and adults on issues related to gender equality and SRHR; mobilizing traditional and cultural leaders, elders and village chiefs against child marriage; and establishing dialogue with other “custodians of culture” or “gatekeepers of social norms”. The latter include for instance respected ladies in the community who traditionally give counselling on sexuality and reproduction to girls and women. Schools and their related parenting groups are an important entry point as well. We will also reach out to the parents of out-of-school girls and boys. In Uganda, we expect to achieve formal pronouncements banning child marriage by the traditional kings (Lango and Acholi) – an innovative approach that has been previously successful for instance in our work in Kenya.

In all countries, the dialogues and sensitization will be accompanied with culturally appropriate, scientifically solid and easily understandable Information, Education and Communication (IEC) materials on SRHR issues. Here we can draw on existing best practice; for instance, UNFPA already has excellent illustrated materials adapted to local contexts that we can tap into. We will also use dance, drama, music, games and art where possible. It is important to realise that humor needs to be a part of this approach: while the issues we are dealing with are extremely serious, humor allows us to challenge existing gender norms and behaviours without unnecessary finger-pointing. This is key in cultures with a strong tendency for “saving face.” Young people, especially the Champions of Change, will participate in these events in an active role.

Informed by the strong track record of Plan and its partners KMG, Hundee and PADet in Ethiopia, we will facilitate constructive inter-generational dialogue on sexual and reproductive health and rights between adults and adolescents. Intergenerational dialogue is a change process where we facilitate a community conversation where youth are at an equal standing with adults. The process will challenge stereotypical attitudes and expectations around harmful practices, sexuality, reproduction and menstruation. It will also address decision making around gender roles and equity at household levels. Dialogue will include, somewhat variably across the different projects, the participation of children (from 10 years up), adolescents, young people, parents, caregivers, traditional and religious leaders, health workers, civil society organisations, community groups and teachers. In all projects, dialogue will include people with disabilities on an equal footing.

**EVEN THOUGH CHILD MARRIAGE IS NOT LEGAL IN ANY OF THE COUNTRIES WE WORK IN, OFTEN THE LAW IS NOT ENFORCED. WE WILL SUPPORT LOCAL CHILD PROTECTION COMMITTEES IN CASE MANAGEMENT.**

On a more formal level, we will support various community-based social structures and duty-bearers to take action on equality for girls and to prevent violence against them. This entails engaging with Community based Child Protection Committees (where they exist), Village Development Committees (or equivalent), local councils and other relevant local government structures to discuss what they can do to address adolescent SRHR issues and end harmful practices. In all of the four countries, a strong experience of this already exists. Even though child marriage is not legal in any of the countries we work in, often the law is not enforced. We will support child protection agencies and local child protection committees / other structures to improve coordination and case management for prevention of child marriage. The duty-bearers will be challenged through trainings and dialogue to identify concrete steps that they can undertake and behaviours they should model to promote gender equality and girls empowerment. Within the Lao context the focus will be on village leaders who play a central role in the application
of Lao law and policy at the community level as they officiate at marriages, register births and implement law. Enabling village leadership to understand the country's generally positive policy framework and regulations around gender equality is essential if meaningful change is to occur at community levels.

Finally, we will also address the issue of economic empowerment of families, as per the recommendations of the CSO Evaluation. This is intended to not only empower young women and girls themselves, but also to discreetly incentivize positive behavior of men and women, girls and boys towards greater gender equality. Having access to a small loan through a community-level Village Savings and Loans Association (VSLA) can truly transform the economic situation of a family. Savings also provide a safety net of greater resilience against disturbances such as the effects of climate change.

Plan has a long experience in running VSLAs and this is one of our strongest programme models. For instance, Plan International Ethiopia has established around 9000 VSLAs with a strong presence in communities. We will facilitate the setting up of the groups, train them on financial literacy and value chains, support provision of start-up kits and where appropriate, we will facilitate the linkage to private sector companies and micro-credit institutions. We will also sensitize participants about SRHR, gender equality and HTPs to support their role as active community mobilizers in promoting gender equality. Our local partners will also use these VSLA to do the same. While we realise that the loans received from VSLAs may not be sufficient to provide a full compensation for the loss of bride price for poor families who give up the practice of child marriage, it is nevertheless a concrete way of achieving tangible economic benefits to lift people out of poverty.

The VSLAs will be encouraged to support menstrual hygiene and sanitary health by creating micro enterprises. In Ethiopia and Mozambique, some young women engaged in VSLAs will be supported to run micro business producing and selling reusable and affordable menstrual pads. This is a model that has already been piloted in Ethiopia under the SmartUp facility of the 2015-17 programme, where approx. 16,000 pads have been produced and sold so far.

50 “Economic aspects are not yet sufficiently addressed to create economic vibrancy in communities to lift target groups from poverty,” and “New ways to strengthen financial sustainability of its projects should be explored by providing more attention to economic empowerment of beneficiaries.” (CSO Evaluation, p. 19; 2017.)

51 The only country not implementing this component is Laos, where there is no programme experience on VSLAs. Due to the fact that also SRHR is a new area of programming for Plan in Laos, it was felt that it was better not to introduce too many new elements at the same time.
Outcome 3: Civil society actors are increasingly engaged and mobilise others for gender equality and girls’ rights

Civil society has a plurality of roles (service provider, advocate, social mobiliser and watchdog – to mention the key ones) and within each project, these roles will be profoundly affected by the context in which they work. Our overall vision within this Programme is that our civil society partners will enable boys and girls to claim their rights; promote gender transformative approaches; be successful in shaping SRHR policies and adolescent-friendly service delivery in their countries; and work in a collaborative way so that we all are truly part of a global social movement for girls’ equality. CSOs and CBOs should also give voice to marginalized groups, including disabled youth, hold decision-makers and local duty-bearers to account and promote a safe space for civil society to operate. We will use three strategies to implement this outcome:

- Facilitate civil society mobilization to influence and advocate for SRHR issues at different levels;
- Strengthen the capacities of civil society;
- Enable girls’ and boys’ engagement in civil society actions to advance gender equality and girls’ rights

The first strategy seeks to mobilise civil society to be effective drivers of positive sustainable change. This requires joint engagement by a range of civil society actors, including but not limited to the implementing partners of this Programme. The goal is to invite broad-based social and political support for girls’ equality, while ensuring the active participation of children, adolescents, parents and their communities. This component places emphasis on the idea of mobilizing others to be part of a global social movement for girls’ rights and gender equality. Engaging not only formal CSOs but also informal, community based organizations will be crucial in building such a multi-level social movement. Cooperation and coalition building among different actors will lead to improved local dissemination of essential information and messages, and over time this is expected to create a “tipping point” or “critical mass” in society where people's values and behavior starts to change. It is important that the Champions of Change participants and other youth are co-leading in this work with CSOs.

To measure our success, we will assess to what extent various actors in civil society have managed to take meaningful action to address gender equality and SRHR issues, inter alia to advocate for gender equality, hold the duty bearers accountable for their commitments and conduct social research on gender equality and girls’ rights. For instance, we will work with community radio stations and progressive opinion leaders to change perceptions and messaging about sexuality and SRHR, and to allow the voices and perspectives of young people to be heard. In Mozambique, the project will establish a new community radio station which will be used not only for sharing project-related information, but also for other issues of interest to the population. Community radio will be of great value also in relation to resilience and disaster preparedness, because it will allow for alerts of cyclones, for instance, to reach people ahead of time. During the course of the project, the radio station will become self-sustainable via a carefully planned exit phase; this is realistic and has proven to work elsewhere.
WE UNDERSTAND CIVIL SOCIETY STRENGTHENING ALONG FOUR DIMENSIONS.

Wherever possible, we will also support and encourage young people's organisations to initiate their own actions and contribute to the more formal activities. The projects will facilitate youth-led social engagement that challenges key gender norms including early marriage, tackles stigma and builds wider social support for gender equality and girls' rights. There are many empowered youth groups who have worked with Plan and partners previously, and who have recently transitioned into community based organizations (CBOs).

The CSO Evaluation observed that while Plan has been strong on campaigning and awareness-raising, more emphasis should be placed on more formal national level policy advocacy. Therefore in all projects, Plan and its partners will conduct advocacy through various national coalitions and networks. Plan will furthermore strengthen its partner organizations' capacity to advocate for gender equality and girls' rights both at local and national levels. Activities under this Outcome have been designed to draw on the logic of collaboration and coordination among stakeholders. In Mozambique, Uganda and Ethiopia Plan is already an active member of the coalition to end child marriage and to end harmful practices. Some of these coalitions are hosted by government Ministries, while others are independent civil society campaigns. The grassroots presence of Plan and its partners will allow us to collect evidence on SRH issues to be used by key actors for advocacy within these arenas. Such collaboration is also intended to facilitate learning and sharing of good practices and methodologies, resources, materials and know-how. We can also learn lessons from experiments and failures, in line with the overall approach of agile programme management.

The projects will each define their advocacy agenda in more detail, but the overall ambition is to effectively influence governments at different levels on their commitments to SRHR and ending harmful practices, as well as to mainstream adolescent-friendly practices into SRHR service provision. This includes advocating, where applicable, for Comprehensive Sexual Education (CSE) to be included in the national curriculum for upper primary and secondary schools. Where possible, we will promote a meaningful participation of adolescents and young people in the design, implementation, learning and evaluation of comprehensive sexuality education curricula, including at municipal level and in schools.

The second strategy under this Outcome is related to strengthening the capacities of civil society. In this respect, the possible success of this Programme will be assessed on the basis of how well our implementing partners' organizational capacities have grown; and how much participating civil society actors' technical capacities in the areas of gender equality, adolescent SRHR and other aspects (e.g. working with young people) have increased. The CSO Evaluation made a recommendation closely related to this area of work: "Plan Finland is recommended to put more emphasis on and develop ways for organisational capacity development of implementing partners." In the Laos project, an example of this approach is available, as Plan Laos will support local civil society organisations on SRHR related advocacy and policy dialogue. This Programme conceptualizes the idea of civil society strengthening along four dimensions: sustainability, partnerships, accountability and transparency, and organizational capacity development (see table 4 below). Added to these are two dimensions related to the external operating environment of civil society at large: confronting shrinking civic space and enabling environment. These can be seen as two sides of the same coin. An enabling environment can be understood as the set of conditions that impact the capacity of citizens (whether individually or in an organized fashion) to participate and engage in the civil society arena in a sustained and voluntary manner.

52 For these, the age limit 10-18 years does not need to be strictly observed; the age bracket of "youth" (17-29 years) can be used.
53 CSO Evaluation, p. 23, 2017
54 The Coalition for the Elimination of Early Marriage (CECAP) in Mozambique; The Initiative to End Child Marriage by 2025 in Ethiopia; and Child Marriage Coalition in Uganda. These are also linked to the Girls not Brides campaign in various ways. In Laos, no such coalition exists for the time being but Plan has been co-chairing the Gender and Education Working Group, and works closely with UNFPA and other actors.
55 CSE is an age-appropriate, culturally relevant approach to teaching about sex and relationships by providing scientifically accurate, realistic, non-judgemental information. Sexuality education provides opportunities to explore one's own values and attitudes and to build decision-making, communication and risk reduction skills about many aspects of sexuality. The objective of CSE is to ensure that young people are receiving comprehensive, life skills-based sexuality education to gain the knowledge and skills to make conscious, healthy and respectful choices about relationships and sexuality.
When discussing civil society capacity support, it is important to respect the autonomy of local actors and put behind the outdated conception of “North knowing best how to help the South.” Hence, we have set certain organizational objectives also for Plan, which apply both in Finland and in Country Offices, in terms of our capacity to work effectively in supporting partners (see first column in Table 5). In this respect, it is worth highlighting some of the self-critical reflections that have emerged during the design process of this Programme.

Some of the most common criticisms against INGOs including Plan is that they crowd out and/or bypass local civil society; that they create competition not harmonization between local actors; and that they only hold themselves

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<th>Table 4. Strengthening civil society: key elements &amp; levels 57</th>
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<td><strong>Elements to be strengthened</strong></td>
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<td><strong>Strengthening Levels</strong></td>
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<td><strong>Plan</strong></td>
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<td><strong>Wider CS Environment</strong></td>
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<td><strong>Sustainability</strong></td>
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<tr>
<td>Continue to fulfil its mission over time and, in doing so, meet the long-term needs of children &amp; young people</td>
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<tr>
<td><strong>Partnerships</strong></td>
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<tr>
<td>Strong organizational culture which promotes and supports working in collaboration</td>
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<tr>
<td><strong>Accountability and transparency</strong></td>
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<tr>
<td>Transparent in what the organization is, what it commits to doing and progress achieved – practices horizontal and downward accountability</td>
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<tr>
<td><strong>Organizational capacity development</strong></td>
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<tr>
<td>Efforts or activities in place aimed at improving Plan’s efficiency and sustainability in relation to its aims, objectives and context</td>
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<tr>
<td><strong>Confronting Shrinking Civic Space</strong></td>
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<tr>
<td>Be a convener of meeting spaces; find a way to advance children/youth right’s agenda and push for greater space (both informal and formal) without posing risks to staff and partners or jeopardizing the ability to work in the country</td>
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<tr>
<td><strong>Enabling environment</strong></td>
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<tr>
<td>Capacity to get involved and effectively participate in the civil society arena, without crowding out local actors</td>
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57 Adapted from an internal working paper Civil Society. Framing the concepts by Plan International, May 2017.
accountable to donors. The first concern is to avoid crowding out or bypassing local civil society. In order to counteract such potential tendencies, Plan will seek to act in a constructive convening role rather than creating competition between smaller CSOs and CBOs. In all projects we will work in partnership with various local and national organisations, networks, coalitions and institutions – in total, more than 20 formal partners in this Programme (see chapter 3.5 on Partnerships). The second concern relates to the need to build an equitable relationship with local partners; a concern which was also highlighted by the Mid-Term Evaluation of our 2015-17 Programme. We take this observation very seriously and will review our partnership procedures to allow us to work in a more equal way with our partners, so that grant compliance and contractual requirements won’t overshadow the relationship excessively.

**Outcome 4. Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices**

Under this Outcome, we address an important underlying good governance dimension to our work. Under Outcomes 1-3 we engaging a wide range of non-state stakeholders on gender equality, allowing us to enhance the collective voice of girls. To complement this, under Outcome 4 we promote and support accountability mechanisms for better governance and a more responsive state. The objective under this Outcome is that governments would prioritise SRHR issues higher at both policy level and in service delivery. The aim is to implement and monitor gender-responsive, adolescent-friendly and inclusive SRH services. Our ambition is also to change national laws, policies and budgets where relevant to advance rights of boys and girls to these services, to be free from sexual and gender-based violence and to access Comprehensive Sexuality Education in schools.

In those countries where CSE laws or a curricula already exist (Ethiopia, Mozambique and Laos), we will focus on facilitating their implementation by assisting teachers in preparing and running school sessions. Again, addressing a sensitive topic such as sexuality will not be an easy task, when dealing with often rather conservative public authorities. However, we believe that the key to success lies with our strong pre-existing relationship with local authorities, health clinics, local councils and schools, where Plan has worked for years. From the point of view of our partners, who are often smaller local organisations and may not have worked in the localities for such a long time, this can be seen as a particular added value of Plan in the Programme: Plan can “open doors” and facilitate access thanks to its strong network of relationships with local duty bearers. Two strategies will be used to achieve this Outcome:

- Train and support government, local authorities and service provider representatives at different levels on providing adolescent friendly SRH services;
- Support SRHR relevant policy level work with Government actors at different levels.

The projects will provide concrete support to the duty bearers – teachers, health extension workers, staff at clinics, and local authorities – to fulfill their obligations to provide adolescent friendly SRHR services, through training, motivation and provision of materials, among others. We will also work on tackling exclusion in the delivery of services: the groups who are often left beyond the reach of these services are child mothers, children under 15, pregnant girls and youth with disabilities. In some countries there is also discrimination based on ethnicity and language, such as in Laos, where our primary target group will be ethnic minorities.

**IN MEASURING OUR SUCCESS, WE ARE PRIMARILY INTERESTED IN IMPROVED QUALITY OF SRHR SERVICES BY HEALTH CLINICS, HOSPITALS AND OTHER POINTS OF PUBLIC SERVICES.**

59 It should be noted that the curriculum in Ethiopia does not yet comply with international CSE standards.
Our activities under this Outcome are intended to strengthen service providers’ capacities and motivation to support and serve marginalised individuals and groups. From the point of view of children and young people, local midwives and health extension workers can be particularly effective in providing advice and counselling, as they often speak the local language and are close to the communities they serve.

An important element of quality services is that they should be adolescent-friendly. Governmental officials at local and district levels as well as health care-workers and teachers should engage positively with children and adolescents, communities, traditional and religious leaders, and CSOs on achieving positive change on reproductive health, relationships, sexuality and gender. Where appropriate we will also strive to conduct workshops with representatives from the local councils and provincial assemblies or equivalent to develop strong local political support for these priorities. In Uganda, a significant cooperation is foreseen at national level with the Women’s Parliamentary Association, UWOPA, who has been our partner for years and will engage with us in this project as well.

Key local actors in SRHR issues and elimination of sexual violence, including teachers and school councils, health professionals, government officers, community leaders, and other relevant stakeholders will be trained. In Mozambique for instance, the project will work with counselling units, community health committees, school corners (safe spaces in secondary schools where adolescents can get counselling on SRHR issues), and complaints mechanisms at school level, where these operate; where they are weak or non-existent, the project will advocate with local government for their improvement. Materials will be provided where lacking.

As in the Outcome 3 on civil society, also in Outcome 4 on duty bearers the element of coordination and collaboration is key. SRH services are provided by both public and non-governmental actors, and it is necessary to bring them together. In Ethiopia, we will play a convening role of various service providers at regional level, to learn from each other and to ensure that improved quality standards are applied across the different actors. Plan intends to establish a regional level network service providers focusing on adolescent girls. This effort will create a synergy to influence the government
to consider in mainstreaming the issue of SRHR in service provision standards, policies and even education curricula. Similar efforts will be made in other countries, and this aspect will become clearer during the baseline work within the inception period of the Programme (first half of 2018).

In measuring our success, we are primarily interested in improved quality of SRHR services by health clinics, hospitals and other points of public services and their increased ability and willingness to provide adolescent-friendly SRHR services. Crucially, we will listen to the perspectives of the young people in this respect: do the adolescents report an increased access to these services? Do they see any improvements in quality? This will be the ultimate test of our success within Outcome 4.

3.4 Underlying design principles

Variation between countries
As can be seen from the attached Project Summaries, the four countries put a slightly different emphasis on various aspects of the Programme. For instance, Ethiopia makes significant investments into fighting FGM and GBV (in line with our two 2015-17 projects funded by MFA and UNWOMEN), while Uganda focuses heavily on child marriage and will work closely with schools (as a continuum from our Participatory School Governance project 2015-17). Uganda gives particular emphasis to youth-led CSOs, CBOs and groups under its project. In Laos, the focus is on working with local authorities and service providers, which is only fitting for the country context. In Mozambique, the work will draw on elements of the previous project on Early Childhood Care and Development (ECCD), such as the existing VSLAs.

There is a need to empower the very people who usually face discrimination

All localities selected for this Programme are areas where Plan has worked for years. In most cases, they also have the most acute situation in terms of child rights and adolescent SRHR, harmful practices and sexual and gender-based violence, but not in every case – for example, in Mozambique we have decided to continue working in the South, where our previous Early Childhood Care and Development programme (2012-15 and 2015-17) was implemented. This was a conscious choice, because as mentioned
above, addressing such a complex and sensitive topic as adolescent SRHR requires a strong foundation of trust and relationships. Without this, we might easily spend the four years only getting established and building our networks.

The relative budget sizes of the four components in the Programme are very different, as can be seen from the project budgets: Outcomes 1 and 2 are allocated the most resources. However, this doesn't indicate a lower priority for Outcomes 3 and 4; it simply means that the activities done in those components are less resource intensive and that the target group is somewhat smaller in size. It is important to stress that it is the dynamism of the four components together that brings about change.

**Design process**
The Programme has been planned through a bottom-up process: colleagues from project countries came together with Plan Finland and jointly defined the four overall Outcome Areas which we wanted to address. Following this, the projects were designed according to jointly agreed goals. Hence, although only short project summaries are included in the Annex of this Programme Document, in fact these are based on 30-40-page project documents with detailed budgets and workplans.

Each country was visited by a staff member of Plan Finland in spring 2017 for stakeholder consultation and detailed planning. The design process has included extensive consultations of partners and stakeholders, and as can be seen from the Results Framework, relevant local adaptations to project design have been made for each country. Despite the careful planning process, we recognize that at best, plans are only informed guesses and we need to test our assumptions continuously during implementation, and be ready to adapt then again where needed.

**Sustainability**
Due to the nature of this Programme, social sustainability will be the primary dimension according to which long-term change is assessed. This refers to a lasting change in knowledge, attitudes and behaviors by adolescents themselves and with regard to the way girls are treated by their societies. Sustainability also includes the idea that the positive behaviors are continuously renewed over time, even after the projects have ended. Within the scope of four years we do not expect to achieve full equality for girls, but we can help to remove certain barriers to equality and to build momentum towards more profound societal change. This cannot be achieved alone; the impact of our work will depend on the extent to which we are able to mobilise others for our goals, and create a multiplier effect at different levels. These are complex processes and hence we won't be able to attribute success exclusively to activities of our projects. However, we will be able to measure those outcomes for which we have control, and strive to minimize risks that might undermine lasting change. These in turn will contribute toward our overall impact statement.

Sustainability of social change at community level is based on the fact that we work directly with communities and their “gatekeepers” or opinion leaders, and that this change is anchored into existing structures of local governance. The Programme builds on successes achieved in our project in Ethiopia, for instance (funded by the Finnish MFA, EU and UNWomen). Through that work we have already brought lasting change to local by-laws governing the age of marriage. A great majority of kebele’s targeted have declared themselves “child marriage free zones”60. This impact will remain even after our interventions end, thanks to the commitment by duty bearers to enforce the local by-laws. There are also other duty-bearers we will work with in the projects. In Ethiopia and Uganda, we will support local courts to enforce sanctions for harmful and illegal practices such as child marriage. In Mozambique, we will work with existing structures of Massungukates (respected ladies in the community who give counselling to girls and women) and Community Health Committees and Child Protection Committees, APEs (Community health focal points), teachers and health post personnel. In Laos, we will work with District health authorities and teachers – with the ambition that by upgrading their capacities and prioritization of adolescent SRHR issues, the change we achieve will be more sustainable. Integrating the curriculum of comprehensive sexuality education in schools will benefit many more students for years to come.

Sustainability requires a strong ownership of project activities by those engaged in them.

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60 The Final evaluation of the EU Project noted that 90% of respondents had not practiced FGM in the past two years, and 95% did not know of a single household that practiced FGM in the last two years. Before the project, the prevalence had been 67% in the area. Similar figures were reported for the prevalence of child marriage, and the change achieved. Source: "Addis Mieraf (New Chapter) – Combating FGM by Campaigning and Support to CBOs. Final Report, EIDHR/2013/332-207, Plan International, July 2016, p. 5
All projects will build on a strong foundation of existing mutual trust and in many cases, an existing commitment to address harmful practices. When tackling stigma, however, training and sensitizing those in a position of power in society about the principles of equality and non-discrimination is not sufficient. There is a need to empower the very people who usually face discrimination: girls and persons with disabilities among others. It will certainly take courage from a 15-years old boy in Laos to come forward as a champion for gender equality, and to step forward as a leader and role model for his peers. The same can be said about a teenage mother in Mozambique, who participates in a VSLA group and is able to take charge of her economic situation. And in Ethiopia, those hundreds of girls who participate in the “Uncut Girls’ Clubs” will have to face questions from their community and peers, because being an “uncut girl” has traditionally been considered shameful and something that makes a girl not fit for marriage. In Uganda, raising the sexual and reproductive rights of disabled girls will not be easy because they are often “invisible” to society – but we will seek to make these people visible through working in partnership with World Vision Finland, Disability Partnership Finland and local Disabled People’s Organisations.

Overall, it is important to recognize that lasting social change and empowerment is about eradicating shame and stigma not only in the lives of the individuals but in the society at large. By raising the profile and empowering these discriminated-against groups, particularly girls who often face double discrimination, the projects will achieve a more lasting change. The scope for sustainability will be further improved when these “change agents” themselves start identifying SRHR problems in their lives and the lives of their peers; start bringing their own solutions forward and directing people’s attention to these. The balance of leadership in activities will be gradually moved from the project to the community as well as duty bearers, with the aim that by the end of each project, activities will continue under local leadership, with “built-in redundancy” on the part of the project.

As per the recommendation of the CSO Evaluation already discussed in Chapter 3, economic viability will be also in-built for some components such as the Village Savings and Loans Groups (VSLA). Experience shows that these groups are able to continue operating in a self-sustaining way without external funds or facilitation, although it should also be noted that the inclusion of marginalized groups in these activities after end of project may remain a challenge in the longer term. Environmental sustainability will also be ensured through the elements of resilience-building, as explained below. Civil society capacity-building as an approach has sustainability built into its very logic as well, as the aim is to build the long-term viability of these organisations.

At the level of project management, sustainability will be built into exit plans. A withdrawal process will be built into the project strategy at the level of each output, and sustainability review and development benchmarks will be built into the project reviews and monitoring. Finally, in many cases, the work of Plan International on SRHR will not end after the projects come to an end. Plan normally commits to working in the same community for a longer term, 15-20 years. All of the communities we will work in are within our existing programming areas, and when these projects end, some will be phased out while with others, the work will continue under different funding. The decisions in this respect will be made during the Mid-Term Review of the projects in mid-2020 – in some cases, the focus may be shifted from local to national level in the next programming phase.

Resilience
Plan International defines resilience as “the ability of children and their communities to deal positively with disturbances that undermine the fulfilment of their rights”. Disturbances include both shocks and long-term stressors, and they can be social, political, economic or ecological by nature. This Programme intends to integrate resilience building into all development programming. Plan International Finland has explicitly defined in its strategy that building resilience is a cross-cutting theme in our programme work.

One of the threats becoming increasingly acute in many of our programme countries are the effects brought by climate change. Each year over 250 million people in developing countries are affected by disasters caused by the climate change, and 80% of victims are children. Climate change threatens the realization of children’s rights especially in the Global South. Resilience building is one way to support people and communities to cope with the adverse effects
of climate change. Plan International’s global strategy for 2017-2022 states that resilience will be taken into account particularly from a gender perspective. Child marriage (and the bride price that accompanies it) is a coping strategy for many families in times of climatic stress – drought, floods, pests – or other disturbance. In this Programme, we will address resilience building in a holistic way, as it impacts the situation of girls indirectly in various aspects. Our approach is two-fold: integrating specific components in the programmes for enhancing resilience, and training partners and Plan staff on disaster risk reduction and resilience at a broader level.

Firstly, we will develop resilience-building components into all the individual projects. This will help strengthen the resilience of the communities and the stakeholders we work with. These components include building up or strengthening Village Savings and Loans Associations (VSLAs), or other suitable forums in the communities, so that youth and other community members may loan funds in case of losing their crops due to a flood or drought for instance; and raising awareness on resilience building through the VSLAs. This combination of awareness raising on resilience and a financial and social safety net available in times of disturbances is important: understanding what kind of threats are likely in the short and long-term and what can be done about them is vital for coping methods, such as VSLAs, to be effective.

Additional components for improving the resilience of communities in the projects include establishing a community radio (Mozambique) where messages about impending disasters can be broadcast, and setting up a community-centered mass mobilisation based DRM system (Ethiopia). Given that Ethiopia is particularly prone to effects of climate change (as evidenced by the recent drought), we will organise annual discussion forums at regional level on disaster risks, risk management and the vulnerability of children and especially girls during disasters. We will also undertake risk mapping, community asset and capacity mapping interventions.

Secondly, we will train Plan staff in the country offices and program units as well as the staff of partner organizations and other relevant stakeholders in using the Resilience Building Toolkit of Plan International and how to respond to various crises and disturbances. The trainings will strengthen their understanding of the concept of resilience; how to do asset and risk mapping; how to find solutions to different threats; and how to train the stakeholders of the projects in all of this when doing awareness raising through the VSLAs. Capacity strengthening through these trainings is meant to benefit the stakeholders and the staff also beyond this program, hence ensuring sustainability. This two-fold approach has several advantages: it will support the youth and communities who are stakeholders to this specific program to increase their resilience against disturbances, while simultaneously building the capacities of local staff to enable them to use the resilience building approaches also in other programs. On the other hand, the training of staff is anchored into concrete activities within this Programme, which is intended to provide opportunities to put the learning into practice.

In this programme, the resilience of adolescents and communities is measured in two ways. Firstly, those resilience building components which are common to all projects, are measured with specific indicators: Increased skills and knowledge on resilience building by Plan and implementing partner staff are measured with one program performance indicator; the effectiveness of VSLAs to provide financial safety nets and increase community members’ ability to cope in case of disaster or disturbance is measured by the number of new businesses established by group members and their increased knowledge of financial management; and improved awareness of resilience and sustainable coping mechanisms will be measured with a new output indicator, which will be defined during year 1.

Secondly, as the goal of the whole programme is to empower youth and communities to protect girls’ SRHR, the whole programme will simultaneously also strengthen the ability of youth to cope with disturbances that undermine the fulfilment of their (SRHR) rights. Concretely, for instance adolescents’ improved knowledge of their rights, courage to speak out about them and activities for driving change in attitudes and behaviours in their communities, as the programme in general strives for, are powerful resilience building enablers in themselves[1]. They will strengthen girls’ possibilities to enjoy full SRHR even in times of disasters or other disturbances. Thus many of the programme indicators in fact also measure how the resilience of youth and community members increases, even though the results and activities behind the indicators are not specifically labelled as ‘resilience building’ within the programme.
3.5 Partnerships

This Programme seeks to foster a culture of collaboration among civil society actors at all levels. In development, successful outcomes depend on ‘collaboration in context’: no actor achieves sustainable development alone. Partnership is understood in this Programme as an agreed collaboration in which stakeholders/partners work together in a transparent, equitable and mutually beneficial way.63 In other words, Plan and its partners agree to commit resources, share the risks as well as the benefits to work together towards our joint goal defined in the impact statement. Implementing partners act on a par with Plan in carrying out project activities, and they will be allocated a certain share of project budget to manage directly. Hence, they are also responsible for certain clearly defined outputs. On a second tier we have Learning Partners, who engage with us on quality aspects, coordination and learning, but who are not directly responsible for carrying out activities. Finally, there is a large range of stakeholders, such as various Government Ministries, that are highly relevant to ensuring a well coordinated and effective implementation.

In our work we will assess ourselves against the Partnership Standards of Plan International, seek to further enhance them on the aspect of organizational strengthening, as recommended by the CSO Evaluation. These standards include five key principles: 1) Knowing your partner; 2) Clear objectives and non-negotiables64; 3) Sharing responsibility for shared objectives and risks; 4) Learning from each other; 5) Common sense, e.g. in being reasonable on requirements with small informal groups. In managing partnerships, we follow the cycle of seven steps included in Plan’s Partnership Guidance, as illustrated in the figure below. Each of these steps will be thoroughly discussed and digested together with the implementing partners during the inception phase. In following the cycle, standard tools of Plan will be used.65 We will also draw upon courses and learning materials from the Partnership Course of Plan Academy.66

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63 Internal working paper Civil Society. Framing the concepts by Plan International, May 2017, p. 3.
64 For Plan, the non-negotiables include: violation of child protection principles and standards; fraud or corruption; illegal or terrorist activities; practices that violate human rights and dignities, or result in prejudice or discrimination or exclusion of any person; persistent failure to adhere to the terms of the partnership agreement; failure to meet contractual commitments to non-negotiable donor requirements. Building Better Partnerships; Plan International, May 2015, p. 2.
66 Plan Academy is an online learning portal with a broad range of courses and a library of learning materials for both Plan staff and external partners and stakeholders. See more: http://www.plan-academy.org/
Key steps in managing partnerships
The Partners in this Programme have been carefully selected based on consideration of mutual benefits and complementary competences. Within the projects in Asia and Africa, approximately one third of the overall Programme budget will be channelled via the partners. The partners will benefit from learning about global programme models such as Champions of Change and VSLAs, and they can access our technical assistance investments on areas such as disability inclusion or innovation, described under Chapter 4. Some of the partners stand to learn a lot from working with adolescents, as they have previously focused more on SRHR of adult women. Plan will also gain much in terms of growing the reach and impact of this Programme, as well as in terms of learning.

There are three clusters of strategic Learning Partnerships at the level of the entire Programme. Accenture Development Partnerships (ADP) will be our partner on knowledge management and support to Monitoring, Evaluation, Accountability and Learning (MEAL) systems. In order to strengthen our technical expertise on disability, we will work with Light for the World (in Africa and Asia) for disability inclusion. Finally, we will engage with Väestöliitto (Finnish Family Federation) in a technical partnership focused on SRHR. More information on all of these partnerships is provided in sections 4.1, 4.4 and 5.5. For the domestic component, there are mostly affiliate and learning partners, such as networks with the Finnish NGO platforms Kepa and Kehys, and with child-centred organizations, such as Save the Children, World Vision and Unicef. A new partnership is proposed with University of Jyväskylä.

In Ethiopia, we will continue our existing partnership with the three local organisations KMG, PadEt and Hundee, that we have worked with under the 2015-17 Programme. They can contribute strong expertise on intergenerational dialogue and community conversations. Due to the large size of the country, each partner will be involved in all Outcome areas, in their geographic area. Hundee is well-known for its success in tackling violence and harmful traditional practices through community conversations; KMG has a vast experience on working with FGM issues in the Southern Region; while Padet has a somewhat broader field of expertise on working with adolescent girls. All of these partners will benefit from a more holistic programming on SRHR.

In Mozambique, we will formalize an informal ongoing collaboration with Associação Mahlahle, a local organization based in Inhambane, where the project will be implemented. This partner has long experience of working with communities and local health structures for women’s and children’s rights, including SRHR. In this project, Plan will implement the Champions of Change
component, and support the further development of the partner in its networking and advocacy capacity. Associação Mahlahle, using its strong expertise in working with communities for girls’ SRHR, will focus on Outcomes 2-4, including the community dialogues, training of duty bearers, networking with the civil society and advocacy, and IEC, all in close cooperation with Plan.

In Uganda, we have a number of partners with quite different profiles. There are three partners who will engage especially at the community level together with Plan, under Outcomes 1-3. These are Christian Counseling Fellowship (CCF) Pader, Communication for Development Foundation Uganda (CDFU) and Foundation for Integrated Rural Development (FIRD). Especially useful for Outcome 4 on government and duty-bearers is the partnership with Uganda Women Parliamentary Association (UWOPA), whom Plan has worked with before. Plan will work with UWOPA to push for the passing of reforms in marriage laws and ensure increased budget allocation for ASRH services for adolescent boys and girls, and support enforcement of relevant laws on child marriage in Uganda. Finally, the Ker Kwaro Acholi and Lango Traditional Kingdoms: these are respected as custodians of culture, who can play a key role in reducing social tolerance of child marriage and will engage especially under Outcome 2.

In Laos, Plan will work with CSOs we have partnered with before, though on a larger and more long-term scale. Gender Development Association (GDA) is a network organization which Plan is also a member of. GDA is heavily involved in campaign actions on gender issues, such as violence against women. The project will further strengthen their expertise on SRHR and in advocacy, and focus on Outcome 3 and 4. The second partner is Promotion of Family Health Association (PFHA), who is a member of the International Planned Parenthood Federation (IPPF) and holds strong technical expertise on SRHR. This is useful given that for Plan Laos, SRHR is a relatively new sector, while PFHA has a strong experience in training front line health service personnel. PFHA will focus especially on Outcomes 1 and 2. In Laos, Plan and UNFPA have recently established a partnership, and are currently designing a joint adolescent girls’ situational analysis framework for girls in Bokeo province. This will form a good foundation for the baselines of this project.

3.6 Communications, Youth Participation and Global Citizenship Education in Finland

Communication on programme results
In this Programme, we will implement two kinds of communication activities: those that relate to disseminating information about the results of the Programme, covered in this section; and those that cover a broader development communication, covered in the next section. The key objectives of Plan International Finland’s communication are: a) to inform Plan’s donors, supporters and the general public about the results of the current Program and Plan’s work; b) to raise gender equality, child rights and development issues to the public arena for discussion; c) to enhance general understanding about the aims of development work and why it is needed; d) to mobilize people to join the movement for girls’ rights and to enhance the global gender and child rights.

During the current program (2015-2017), Plan has strengthened its communication on programme results by utilizing systematically data and reports, knowledge of Plan’s experts and quality narrative material from Country Offices. The communication channels will reach on average 300,000 people per year, through the following channels: Plan magazine (published 4 times a year, 36 000 readers), website (187 000 visitors in 2016), social media channels such as Facebook, Twitter, YouTube, Instagram and LinkedIn (26 000 followers), newsletters (at least monthly, 51 000 subscribers). 67

Many of these communication channels share partly the same audience.

67 Many of these communication channels share partly the same audience.
On top of the audience reached directly, we expect to achieve media hits annually with a circulation of approx. 20 million. This makes media hits with approx. 80 million circulation over the four years. This includes hits in broadcast, print and digital media. Additionally, we expect to reach 25 million impressions in social media per year. In the years 2018-21, there is also good potential to succeed in having one of our stories on girls’ rights “go viral” in social media. An example of this was the “Stop the Wedding” campaign by Plan International Norway, which received over 1 billion impressions globally in 2016.

Our communication work has gained positive feedback from the media. In a recent study, journalists and editors in chief gave Plan International Finland’s communication the second best credit amongst the CSOs. They acknowledged Plan’s high quality communication material, and ranked our communication as the best on social responsibility and the third best on the use of digital and social media. Our communication materials are widely shared among other Plan International offices, which expands our coverage to reach the whole globe, and makes acquisition of materials cost efficient. For example, based on our shared communication material from the MFA funded program in Ethiopia, the Huffington Post published an article “How men stood up to end female genital mutilation”.

In this Programme we will enhance our efforts in communicating our projects’ results and milestones to the wider audience as well as our supporters. We will especially focus on making the voices of the girls and young women heard on how Plan's work has changed their lives and communities. We constantly reach out for new audiences by producing engaging communication material for print and digital use. Plan has gained wide interest and visibility for being modern and innovative, such as the recent production of virtual reality experiences. Annually, we produce public Plan events, for example the annual Day of the Girl, and take part in the biggest civil society events, such as Maailma Kylässä (78 000 visitors in 2017) and SuomiAreena (63 000 visitors in 2016). We also produce high quality audiovisual material from our programme work and results. Our latest video about Syrian refugees in Jordan has reached 29,000 impressions.

Openness and transparency are particularly important to us not only in Finland but also in programme countries. During the inception period, each project will develop a comprehensive communication and visibility plan. The projects will be visible through local media coverage (print, TV, radio spots and social media). All publications including independent studies, guidelines, training manuals, case studies, video documentaries and all other printed materials, including press releases, leaflets, brochures, newsletters, posters, banners and stickers produced by the project will convey the same message about girls’ equality, and will acknowledge MFA funding as per its guidelines. Project stakeholders will be informed about the projects through inception and training workshops, consultation meetings, public events and visits at village, district, provincial and country level. The websites of project partners will acknowledge MFA financial support to the project activities.

Plan’s communication is monitored and evaluated systematically annually, monthly, weekly and during campaigns. We use external monitoring tools for earned media hits and our presence in the social media (at present, M-Brain for media hits and M-Brain and Google Analytics for web and social media visibility). We also take part regularly in external surveys. In addition to measuring Plan’s brand awareness and image, our key performance indicators for program communication are the number and the quality of our media hits as well as our presence in the social media.

**THE COMMUNICATION CHANNELS WILL REACH 300,000 PEOPLE ON AVERAGE PER YEAR**

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68 Taloustutkimus, Yritysviestintä 2016

69 [http://www.huffingtonpost.com/entry/men-stand-up-end-fgm_us_56d8a11de4b03a405677d85a](http://www.huffingtonpost.com/entry/men-stand-up-end-fgm_us_56d8a11de4b03a405677d85a)
Active Global Citizenship and Development Communication
The Agenda 2030 for Sustainable Development is based on the fact that regardless of the location, we need everyone's effort in finding the solutions for our current global challenges. Especially children and youth as future leaders require the skills, knowledge, and confidence to take decisive action in reaching the goals. CSO’s, such as Plan, have a key role in providing platforms for civic engagement and in bridging the gap between different sectors for citizens to be able to contribute and develop their societies to function more sustainably. During the past five years we have reached directly 150,000 young people and adults through awareness raising activities and global citizenship education (GCED). We have made the annual International Day of the Girl a major event with activities organized across the country by our volunteers. We have also expanded the scope of the Girls' Day activities by joining forces with our key partners. Last year, our Children's Board collaboration together with municipal youth councils (Nuorisovaltuustot) resulted in six events. The volunteers cooperated with 38 municipal libraries that displayed our Girls’ Day material together with books on girls’ rights and gender equality. Altogether, our volunteer and youth groups organized 142 events in 2016, involving volunteers in 12 different cities around Finland.

During 2018-2021 we will directly engage with some 170,520 people to realize the overall impact of our domestic program: children and young people are active and responsible citizens in a democratic society that respects human rights and promotes gender equality and sustainable development. In accordance with Plan’s theory of change, we will engage people to actively strengthen civil society and increase public awareness and knowledge about development and gender equality. The programme consists of three main elements:

1. Development Communication and Public Engagement;
2. Participatory Advocacy; and
3. Global Citizenship Education.

In all of these, taking collective civic action and enabling children’s and young people’s participation are the key operating principles.

Plan’s development communication is strategic, open and transparent. Through our award-winning campaigns and communication, we activate broad societal discussion and mobilize the public to act for girls’ rights and global gender equality. We target new audiences by having public campaigns for girls’ rights, offering media opinion editorials, sharing inspiring and results-based material in the social media and offering interesting stories to share with our readers and

CHILDREN AND YOUTH AS FUTURE LEADERS REQUIRE THE SKILLS, KNOWLEDGE, AND CONFIDENCE TO TAKE DECISIVE ACTION IN REACHING THE SDGS.
viewers. Plan’s development communication work in engaging the wider public is done jointly with our volunteer and youth groups. We also target decision-makers and political leaders to advance these topics at the political level. Plan’s development communication provides essential data and innovative material from our programme countries’ context, bringing diverse perspectives to better understand the complexity of global challenges and the root causes of gender inequality, and also, to describe to the general public how development cooperation can tackle these challenges. During the next programme period 2018-2021, we will increase the use of material from the field in our active volunteer and children’s and youth groups. Plan’s development communication video materials, individual stories and photo exhibitions will be used in our volunteer events, teacher trainings and school workshops. The materials will be also available in our online material bank.

For children and young people to become active and responsible citizens, our global citizenship education component, which is specifically targeted to the formal education sector, will strengthen students’ and teachers’ understanding on the global interconnectedness of development challenges and their effects on child rights, emphasizing gender equality, participation and media-literacy skills. In our acclaimed Child Rights Ambassadors component over 50 trained school visitors conduct workshops from pre-primary to secondary level across Finland. Through these workshops, Plan has reached over 150,000 children and young people since 2007 and successfully contributed to the inclusion of global citizenship education content in the new national curriculum of Finland. We will also continue to support the capacity of education professionals through in-service trainings, material production and providing research-based methodologies to promote gender equality and child rights. Through educational professionals we are able to reach more children and youth and enhance the sustainability of our work.

Children’s and youth’s participation and youth-led awareness raising and advocacy are at the heart of our work. Children and young people’s direct participation is made possible for example through a youth group “Children’s Board”. Its agenda on participatory advocacy seeks to contribute to the effective implementation of Finland’s development policy to support the realization of global gender equality and child rights, as well as to advance the implementation of the SDGs. In addition to our youth advocacy work, Plan will continue to promote the issues of gender equality and children’s rights on different political forums. We will continue to use our influence in the development policy sector through multiple networks of CSOs and public and private sector actors, as well as continue our work in the national Development Policy Committee (KPT) and the National Commission for Sustainable Development. Plan’s Children’s Board continues to participate closely in our political advocacy work as well.

During 2018-2021 Plan will widen its domestic programme’s global reach by piloting two new components. The first one will reinforce youth’s, especially girls’ and women’s, participation among immigrant groups in Finland and in collaboration with our country office in Uganda. The second pilot will be done in collaboration with the Faculty of Education and Psychology, University of Jyväskylä and Plan Uganda, to advance multi-disciplinary and research-based development of global citizenship education in and through teacher education in Finland and Uganda. For a detailed description of the domestic programme, as well as its results framework, please see Annex 2 and the Communication Work Plan.
Plan International is a federation, where each National Office plays the role of managing grant funding from institutional donors, and providing technical support to Country Offices, who in turn implement the projects with their partners. In large part thanks to the long-term support of the Finnish MFA, Plan Finland has successfully profiled itself on a small number of themes, for which it has received broad recognition as a global “centre of excellence” within the federation. These are technical areas where the “Finnish added value” is particularly clear. Plan Finland has played an active role in facilitating capacities of country offices and in contributing to the global strategy of Plan International in each of these themes.

4. ADDED VALUE OF PLAN FINLAND: TECHNICAL SUPPORT

Technical Expertise Areas of Plan Finland
- Gender and SRHR
- Innovation
- Digital Development (also known as ICT4D)
- Disability inclusion
- Corporate Partnerships

This Programme foresees a 7% allocation of the overall budget into these specific areas of Finnish added value. This is based on the recommendation of the CSO Evaluation, which stated that “Plan Finland is recommended to
CORPORATE ENGAGEMENT HOLDS AN EXCELLENT OPPORTUNITY TO SPEARHEAD NEW TYPES OF PARTNERSHIPS WITH PRIVATE SECTOR ACTORS: ONE BASED ON THEIR BUSINESS INTEREST RATHER THAN CHARITABLE DONATIONS.

Given the centrality of gender transformative design to this Programme, investing into SRHR expertise is crucial, as also recommended by the CSO Evaluation mentioned above. We will also include some support to technical aspects and research on SRHR. The main priority within this area of technical support will be to invest into the global programme models of Plan International on adolescent-friendly and inclusive SRHR and Champions of Change. Training and support will also be made available to our partners and civil society more broadly, and we will establish a partnership with Väestöliitto, the Family Federation of Finland. The following activities will be supported:

1. Ensure technical support on gender transformative programming and SRHR in Ethiopia, Uganda, Mozambique, and Laos;  
2. Contribute and invest in development of good practice guidance and quality programming on ASRHR in the global SRHR Network of Plan International; 
3. Ensure technical support to the Champions of Change model in East Africa 
4. Build capacities of local civil society organisations on gender equality and SRHR;  
5. Carry out social action research on gender transformative programming and SRHR. 
6. Explore opportunities to establish new partnerships between Plan Finland and Väestöliitto (Finnish Family Federation, FFF), and other Finnish CSOs working on SRHR to allow mutual learning and effective advocacy.

Keep a balance between its highly appreciated technical assistance to local partners and direct project funding […] to dedicate specific funds to be used for TA for COs and global policy influence within Plan International. TA should be increased in the areas of its core competencies; child rights, girls, gender transformative programming, ICT4D, innovation and M&E.” The report did not mention disability inclusion in this context, but mentions in another recommendation that “focus on disability inclusion should remain.” Hence, Disability Inclusion is considered as one of the added value areas, also in keeping with priorities of the Finnish Development Policy.

We have also included a fifth area of added value: partnerships with the private sector. While this is not a technical theme in the traditional sense, it nevertheless represents a very specific area of work. Corporate engagement holds an excellent opportunity for Plan Finland to spearhead new types of partnerships with private sector actors: one based on their business interest rather than charitable donations. As an equal expert partner to companies and especially their local subcontractors, Plan can promote human rights due diligence within the value chains and pilot community grievance mechanisms where needed. By spearheading a new global corporate engagement practice, Plan Finland seeks to catalyse a new “shared value” way of working with corporate partners in Plan International. In this section, each theme will be summarized shortly; the detailed description of planned actions under each theme can be found in Annex 1.

4.1. Gender and SRHR

Given the centrality of gender transformative design to this Programme, investing into SRHR expertise is crucial, as also recommended by the CSO Evaluation mentioned above. We will also include some support to technical aspects and research on SRHR. The main priority within this area of technical support will be to invest into the global programme models of Plan International on adolescent-friendly and inclusive SRHR and Champions of Change. Training and support will also be made available to our partners and civil society more broadly, and we will establish a partnership with Väestöliitto, the Family Federation of Finland. The following activities will be supported:

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70 CSO Evaluation, p. 21; 2017  
71 ibid.
4.2 Innovation

In 2014 Plan International Finland started exploring what innovation and agile development practices could mean for Plan in the context of international development. The founding idea was that development actors such as Plan could improve and positively disrupt the way international development projects are designed, funded and implemented by bringing agility, innovation, flexible funding and prototyping to enhance the traditional program design and management methods. Furthermore, Plan has wanted to enhance the capacity of communities, partners and the civil society at large by engaging them to co-innovating and co-designing services, approaches and processes that effectively address their rights.

This pioneering work featuring innovation challenges in multiple countries and establishing youth led innovation centres in Uganda and Ethiopia is currently one of the most well known successful innovation examples within the Plan International federation. Inspiring, facilitating and financially supporting innovation work within Plan International is a strong capacity and role of Plan Finland, and this Programme will continue investing into such a role. Our approach to innovation is explained in more detail in Annex 1.

Despite the fact that innovation is presented here as a separate area of technical support, we intend to integrate innovation work closely into each project supporting our work on SRHR, GBV, FGM and child marriage. Innovations will be incubated during the implementation of the projects. We have also selected innovation as a Programme Performance Indicator (number and description of digital and innovative solutions adopted for project implementation). The technical support on innovation will have five components (for more details, see Annex 1):

1. Bi-annual Smartup Innovation Challenges focusing on SRHR, GBV, FGM and child marriage will be available for up to 15 program countries. Best new concepts will be adopted by the main projects and thus further develop our models and approaches on the aforementioned topics.

2. Supporting agile and responsive programming methods serving especially the countries we work in (Uganda, Ethiopia, Laos and Mozambique). This will include for example training staff on Human Centered Design thinking.

3. Expansion of the Smartup Factory Youth Innovation project in Uganda and Ethiopia. The youth led innovation project started in 2015 will work in close collaboration with the projects in the countries, adopt SRHR component to its model and include specific support for girls.

4. Innovation Learning Program for Plan, partners and civil society at large. This will be an annual learning program linked to existing innovation related conferences such as Slush and InnoFrugal (links to Outcome 3).

4.3 Digital Development

Our goal is to support the countries in the MFA programme to bravely dive into trying out new and modern tools and solutions that can provide girls with access to information, education, participation and services that they are rightfully entitled to, and that are necessary for their growth, development and well-being. This links with Outcomes 1, 3 and 4. Within our programme focus of sexual and reproductive health and rights, there is room for exploring and testing the potential of various technologies and digital tools that could enhance programme delivery and reach, improve our monitoring and evaluation processes, increase participation and ultimately lead to better results. In the context of this MFA programme, technology can be particularly useful for improving access to information about SRHR, GBV and child marriage, which has been noted as a major challenge in all of our programme countries. In the new Programme 2018-21, we will invest into the following actions initiatives:

1. Provide digital development support, training, materials and a digital solutions portfolio both to Plan staff and the civil society actors in the focus countries.
2. Civil society strengthening and improved community engagement via digital technology (linking to Outcome 3)
3. Empower girls as the digital storytellers of their own lives (linking to Outcomes 1 and 3)
4. Expand the Digital Development Solutions Portfolio of tested and proven technologies that can be replicated and scaled up within the four key focus countries and beyond
5. Continue to co-fund the position of Global Coordinator for Digital Development (based in Finland; co-funded by various other Plan offices) and recruit a Regional Digital Development Advisor for Eastern and Southern Africa.

4.4 Disability Inclusion

In the 2015-2017 Plan Finland increased its attention to inclusive programming to ensure the most excluded children would benefit from MFA support. Plan Finland has taken a lead role in supporting disability inclusion within the organisation at different levels in the past three years. This Program will expand on these experiences and besides providing general disability inclusion guidance, particular attention will focus on SRHR of girls with disabilities. With the particular focus on disability, Plan Finland follows the recommendations from recent evaluations of the 2015-17 Programme. We will strive to identify and overcome the barriers that exclude children with disabilities to gain access to SRH services and to realise their rights.

Plan Finland will promote the inclusion work using two approaches: Inclusion mainstreaming and disability focused activities. Under mainstreaming, we will seek to ensure that the project, regardless of the activities, seeks to include persons with disabilities, as well as people from other vulnerable groups, in all project interventions. We have included a specific
Programme Performance Indicator on this: (# of people with disabilities reached by the projects, disaggregated by gender and age; see section 5.3), which will be monitored systematically.

As for specific activities focused on disability, we recognize that even with one expert staff of Plan Finland, there is not a sufficient level of technical expertise in our teams at different levels, to fully meet our level of ambition on disability inclusion. Therefore, we have decided to establish a strategic partnership with an expert organisation: Light for the World (LftW). With the Finnish partners, Disability Partnership Finland (DPF) (Vammaiskumppanuus) and World Vision Finland an initial with potential to explore further collaboration and synergies on research engagement in Uganda is foreseen (see Annex 1 for details). The following activities are foreseen:

1. Research and studies on the existing knowledge gap on barriers to adolescent SRHR for disabled girls and boys. This will inform advocacy activities (link to Outcome 3), and learning within the Plan global organisation as well as external agencies;
2. Develop practical resources and tools; and adapt existing ones for SRHR purposes. These tools and resources will be used in capacity building for civil society and other key stakeholders (link to Outcomes 3 and 4);
3. Ensuring disaggregated data on people with disabilities (link to the MEAL system).

4.5 Corporate partnerships

Private sector engagement is a highly relevant field of work not only in view of the strong prioritization of the Finnish Development Policy on the role of private sector in development, but in terms of its concrete results. Innovation and digital development expertise of Plan Finland enhances greatly the quality of our corporate engagement, and facilitates the more recent efforts to engage in the start-up scene as well. Plan Finland has been a pioneer of corporate engagement among the CSOs in Finland. A real milestone has been the partnership with Nokia, which was in its time ground-breaking in succeeding to identify areas where Nokia’s technological solutions could enhance our programme implementation. Bold innovation with start-up’s has also led to creative product design adapted to developing country realities: we have co-developed a portable media center, the Solar BackPack, in partnership with Aleutia. Our partnership with Kesko has opened doors for Plan to work directly with local businesses involved in the Thai fishing industry, in order to improve their social responsibility and address child labour. In seeking solutions to these complex problems, we have joined up the expertise of the corporate partners, Plan Finland as well as Plan Country Offices’ in-depth knowledge and understanding of child rights and the local corporate scene. The rich experience of Plan from various parts of the world, and a strong child rights and gender expertise, has proven to be attractive to many Finnish companies, as they tackle social responsibility issues in their supply chains.
In the next four years, we will focus our efforts on engaging with private sector actors regarding Human Rights Due Diligence based on the UN Guiding Principles on Business and Human Rights (UNGPs). Specifically, we aim to work together especially regarding children in the supply chain or identifying particularly vulnerable segments in the supply chain workforce as well as in piloting innovative ways for stakeholder engagement and community dialogue in communities with potential business-related child right impacts.

We will also develop targeted advocacy messages and campaign together with other child-centered organizations in Finland for enhanced regulation regarding business and child rights. Plan Finland will be implement a project in Pakistan with EU funding aiming to support an effective development and implementation of a National Action Plan on Business and Human Rights with specific focus on the cotton value chain. We will link these project experiences to the dialogue with Finnish companies as well as advocacy work in Finland.

In summary, the 2018-2021 Programme, Plan Finland’s corporate engagement will:

1. Continue to establish multi-sector partnerships in order to enhance the realisation of child rights also in business operations;
2. Pilot innovative approaches in Human Rights Due Diligence, e.g. through community-based grievance mechanisms or supporting companies in respecting child rights and gender equality in human rights due diligence;
3. Advocate strongly with other child-centered organisations in Finland for enhanced regulation in regard business and human rights, especially Human Rights Due Diligence.

**BOLD INNOVATION WITH START-UP’S HAS LED TO CREATIVE PRODUCT DESIGN ADAPTED TO DEVELOPING COUNTRY REALITIES.**
5. PROGRAMME IMPLEMENTATION

5.1 Budget

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</thead>
<tbody>
<tr>
<td>Mozambique - Vutomi - My Life</td>
<td>354 000</td>
<td>335 000</td>
<td>350 000</td>
<td>350 000</td>
<td>1 389 000</td>
<td>6,6%</td>
</tr>
<tr>
<td>Uganda - Nina Amua - I Decide</td>
<td>700 000</td>
<td>860 000</td>
<td>860 000</td>
<td>855 000</td>
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<tr>
<td>Ethiopia - Yene Raey - My Future</td>
<td>857 000</td>
<td>860 000</td>
<td>860 000</td>
<td>860 000</td>
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<tr>
<td>Laos - Anakhot khong-khoi - My Future</td>
<td>535 000</td>
<td>770 000</td>
<td>775 000</td>
<td>760 000</td>
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<td>13,5%</td>
</tr>
<tr>
<td>Uganda Development SmartUps Community Project</td>
<td>144 000</td>
<td>124 000</td>
<td>104 000</td>
<td>84 000</td>
<td>456 000</td>
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</tr>
<tr>
<td>Ethiopia Smartup Factory Youth Innovation Project</td>
<td>140 000</td>
<td>120 000</td>
<td>100 000</td>
<td>80 000</td>
<td>440 000</td>
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<tr>
<td>Youth Participation and Global Citizenship Education</td>
<td>465 000</td>
<td>410 000</td>
<td>410 000</td>
<td>410 000</td>
<td>1 695 000</td>
<td>8,1%</td>
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<td></td>
<td>3 195 000</td>
<td>3 479 000</td>
<td>3 459 000</td>
<td>3 399 000</td>
<td>13 532 000</td>
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<tr>
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<tr>
<td>Smartup Innovation</td>
<td>80 000</td>
<td>56 000</td>
<td>96 000</td>
<td>136 000</td>
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<td>Digital development</td>
<td>40 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
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</tr>
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<td>Corporate engagement</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>80 000</td>
<td>0,4</td>
</tr>
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<td>Disability inclusion</td>
<td>100 000</td>
<td>120 000</td>
<td>80 000</td>
<td>80 000</td>
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<tr>
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<td>150 000</td>
<td>150 000</td>
<td>470 000</td>
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<tr>
<td></td>
<td>290 000</td>
<td>366 000</td>
<td>396 000</td>
<td>436 000</td>
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<tr>
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<tbody>
<tr>
<td>MEAL and Quality assurance</td>
<td>200 000</td>
<td>210 000</td>
<td>200 000</td>
<td>220 000</td>
<td>830 000</td>
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</tr>
<tr>
<td>Plan Finland programme salaries</td>
<td>495 059</td>
<td>495 647</td>
<td>495 647</td>
<td>495 647</td>
<td>1 982 000</td>
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</tr>
<tr>
<td>Communications in Finland</td>
<td>267 000</td>
<td>267 000</td>
<td>267 000</td>
<td>267 000</td>
<td>1 068 000</td>
<td>5,1%</td>
</tr>
<tr>
<td></td>
<td>962 059</td>
<td>972 647</td>
<td>962 647</td>
<td>982 647</td>
<td>3 880 000</td>
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</tr>
<tr>
<td>Administrative overhead</td>
<td>494 118</td>
<td>535 294</td>
<td>535 294</td>
<td>535 294</td>
<td>2 100 000</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>4 941 117</td>
<td>5 352 941</td>
<td>5 352 941</td>
<td>5 352 941</td>
<td>21 000 000</td>
<td>100%</td>
</tr>
</tbody>
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5.2. Programme management

The Programme team in Plan Finland involves a Head of Programmes and two Programme Managers (PM), supported by a full-time MEAL specialist. The PMs are responsible for the design, monitoring, reporting and financial management of the MFA grant together with the country offices. To manage the investments under “Added Value of Plan Finland” section and to offer support to all projects, we also have a disability specialist and as per the recommendation of the CSO Evaluation, we have hired a full-time gender adviser for this Programme. To manage the SmartUp facility and offer innovation and digital development support to projects, we have a senior innovation and ICT4D specialist. A part-time corporate engagement manager will engage with private sector partners. In total this amounts to approx. 8 person-years. Some apportioned costs are also included in the budget, e.g. a certain part of the time of the Programme Director, Finance Director and Secretary-General. Plan Finland also hosts a colleague who serves the entire Plan federation: a digital development coordinator, who supports our Plan’s global work in this field and is jointly funded by several National Offices, including ours.

Plan Finland’s Communications work is headed by a Communications Director who is supported by a team of 6 staff members, whose expertise ranges from journalism and graphic design to audiovisual production and digital and social media work. This team manages all external reporting and communications, and also produces various events. In total, the salaries of 3.5 person-years will be covered by this Programme. This includes one Communication Officer, one Press Officer, one Visual Designer and half person-year of Digital Media Producer. Communication Officer produces publications, such as Plan magazine, annual review and material for the public events. She is responsible for the development communication and also supports the communication of the volunteers and the youth groups. Digital Media Producer manages our web site, creates dialogue and produces content for the different social media channels and is responsible for the program content production to our supporters and to acquisition of new supporters and audiences. In addition to being responsible of our program and advocacy communication, Press Officer manages our media relations and offers the

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73 The previous gender adviser position was abolished during the funding cuts of the MFA in 2015.

74 Direct programme support costs include e.g. transport, Human Resources, equipment.
media interesting insights from our programs and humanitarian work. The Visual Designer is responsible for the design of the publications, web graphics, infographics and audiovisual productions. In addition to videos and presentations, he produces photo exhibitions and innovative events of various forms and sizes.

The global citizenship education, youth participation and advocacy involves staffing worth 5.7 person-years. There are 1.7 Volunteer Engagement Coordinators; 1 Programme Manager for work in the education sector, two Advocacy Officers and a Team Leader. This programme is directly implemented in Finland with this staff. The work is labour intensive because it involves facilitating, training and coordinating hundreds of volunteers, child rights ambassadors and youth groups. Working with minors also needs extra resources for safety and support.

Finally, a grants controller in the finance department supports the financial management of project funds on a part-time basis. The Grants Controller works closely with finance staff in programme countries and monitors and reports on finances to the MFA, internally within the organization as well as to Plan International Headquarters. For financial monitoring of grants, international projects use SAP (Systems, Applications, and Products in Data Processing), a system well suited to dealing with complex grant requirements. Plan Finland uses a Netvisor accounting system, which generates the data needed for HR, account management and audited financial statements. For reporting and budgeting purposes Plan Finland is using Accuna provided by Talgraf.

The environment we work in is a highly dynamic fabric of social, political, economic and ideological changes that usually produce and reproduce new circumstances for each project. As mentioned above, programme implementation is a process of constant exercise of testing our assumptions, rather than only a straightforward implementation of detailed plans. This realization speeds up the cycle of implementation, monitoring, and learning into shorter loops: instead of only annual or end-of-the-project reviews there will be opportunities to improve, make changes and test on a continuous basis. One of the main methods for this approach are regular in-depth “Project Clinic” sessions where the progress, assumptions, challenges and new ideas for each project are analysed and discussed in diverse teams including staff from Plan and partners, as well as our technical partners such as Väestöliitto and Accenture.

Results-based management is built into this Programme, both through its rigorous monitoring framework and in terms of the curious, questioning mindset. We are interested to follow not only how well we achieve our targets in each of the projects and change across time, but we will also assess the overall performance of the Programme in terms of its reach and quality. To do this, the following indicators will be used:

A. # and description of digital and innovative solutions adopted for project implementation
B. # of direct and indirect beneficiaries reached by the projects, disaggregated by sex and age
C. # of people with disabilities reached by the projects, disaggregated by sex and age
D. degree to which the quality standards of gender transformative programming are consistently applied in projects
E. # of Plan and implementing partner staff trained on resilience building
These areas measure not only the Programme overall but also the success of our technical support investments related to innovation, gender, digital technology and disability inclusion. For instance, we recognize that a gender transformative programme design doesn’t automatically guarantee gender transformative outcomes, which is why we need to constantly stay alert and monitor our own performance in terms of quality standards on gender. This is an important element of a human rights transformative approach: the results framework includes indicators both on development results and process to capture the key elements of the ambition to address human rights.\footnote{Human Rights Based Approach in Finland's Development Cooperation, Guidance Note, 2015, p. 22 http://formin.finland.fi/public/default.aspx?contentid=343266&nodetid=15445&contentlan=2&culture=en-US}

5.4 Monitoring, evaluation, accountability and learning

The monitoring, evaluation, accountability and learning (MEAL) system of Plan Finland is based on the Plan International’s Programme Quality Policy and the related Procedures for its implementation. The Procedures are made up of the Country Strategy Cycle, Project Cycle and Annual Cycle. These documents define what programme quality means for Plan International, and outline the minimum requirements for all Plan International staff and entities to support a consistent and coordinated approach to quality and accountability for all of Plan’s programme work. The procedures cover among others design, implementation as well as monitoring and evaluation. The new procedures were rolled out across Plan International from FY17. A review and revision process taking place late in FY18 will further ensure the applicability and high quality of the procedures.

In the 2018-21 Programme we aim to strengthen the MEAL systems and approaches of our partner Country Offices. We strive to ensure that all of our work is based on evidence gathered through regular, systematic monitoring, baseline studies, case studies, targeted research, mid-term and end of project evaluations as well as from country, regional and national offices’ strategies, annual reports and other materials. We also utilize materials developed and data gathered by other development organisations as well as research institutions. Reporting of projects includes semi-annual, annual and final project report. Project reports identify the
project achievements, key lessons and risks, an assessment of the quality of the project, and any major changes that have been made or are recommended for the project. Based on annual project reports, a synthesis report is prepared for MFA in the form of an annual Programme Report.

The results framework for this Programme was developed in collaboration with our Country Offices and partners. The results framework is expected to guide the monitoring and evaluation of our progress and results of the Programme and provide an overview of the programme logic which is translated into activities in each project. In order to take fully into account the specificities of each country and location, each project also has a specific results framework aligned with the Programme level results framework. Special attention was given to formulate programmatic consolidated Results Framework in order to combine all projects as one Programme. The Outcomes have been formulated as actor based.

Results frameworks aim to be meaningful tools that both Plan Finland and our partner Country Offices can utilize for our monitoring purposes. Results frameworks contain both quantitative and qualitative indicators. Importantly, we will strive to collect data that is disaggregated by sex and age and as far as possible, by disability. It is important to note that the results frameworks submitted as part of the updated proposal still contain sections for which data needs to be confirmed or collected (marked as ‘tbc’) at the country office level. This data collection will be completed in mid-2018. It is just as important to note that the results frameworks are dynamic documents that need to and will be reviewed periodically and adjusted where necessary. The environments in which we operate are volatile, complex and unpredictable; therefore, some set activities might come to have important effects unanticipated in the results framework. On the side of the predefined results framework, we will test more agile results-based methods for qualitative data collection, such as outcome harvesting and most significant change. The goal is to monitor, evaluate and learn on expected outcomes as well as cause-effect relations unforeseen at the time of planning the program and setting its results framework. This is especially important since this Programme places a high importance on sustainable outcome and in a longer run also impact-level results that are the effect of complex causal relations.

Responding to evaluation findings
The CSO Evaluation states that the work of Plan Finland is having clear impact at different levels but “Plan Finland should further develop M&E systems and particularly indicators to measure behavioural and gender transformative changes.” The evaluation recognizes, however, that behavioural and transformative change is challenging to measure and capture due to long-term and complex processes involved in them. Therefore, the evaluation recommends Plan “to look at outcome mapping and harvesting and Most Significant Change Methods to capture this behavioural change information more accurately.” The new Programme provides an opportunity to explore, learn and adopt new tools for measuring the change more reliably. Capacity building and piloting around new M&E methodologies will be supported during the Programme period.

The CSO evaluation also brings up the challenges in aggregating data at the Programme level due to differing country and project contexts with varying capacities in collecting data and reporting. Through the focused thematic approach of the Programme, we expect to improve the aggregation of data and information at the programme level. This involves improving processes and understanding on indicators and methods for measuring change. The Mid-Term Evaluation (2016) of the Programme 2015-2017 also raised up issues with the Plan M&E systems, referring among others to complex approach with high number of indicators causing low efficiency. In this Programme we will use Knowledge, Attitudes and Practices (KAP) surveys consistently, to allow better comparability across different countries.

During the Programme period, we will make a significant investment into improving the M&E systems and methods to feasibly provide robust and evidence-based information and to capture the long term effects on behavioral and gender transformative change. Plan will develop the data lifecycle processes and data governance, acquiring technological assets enabling data lifecycle management such as digital data collection, data storage and dashboards. New M&E methods will be piloted and learnings shared. To support this, Plan has established a knowledge management partnership with Accenture (see below).

Monitoring
Plan Finland in cooperation with the project teams of Country Offices monitors the implementation and results achieved by the projects throughout out their duration. We intend to visit each project at least once a year and provide consistent back up and support via email and regular Skype discussions. Based on the Results Frameworks, each project will prepare a Monitoring and Evaluation (M&E) plan to define the key M&E requirements for progress measurement.
With the support from the Project Manager and a full-time M&E Specialist recruited for each project, Field Officers based in Programme Units at Provincial level collect data and submit it to country offices, who report to Plan Finland at regular intervals. M&E findings are used to make management decisions, improve our programming and for continuous learning, especially by the projects and country offices. The data and evidence collected also enables our accountability to the communities we work with. Findings provide also the core material for discussions between Plan Finland and its partners in the countries. At Plan Finland, biannual Programme performance review meetings and thematic workshops are used for analysing findings from M&E. Monitoring is undertaken in a participatory way, involving key stakeholders as much as possible. This involves working with community members, including children, and partners, building feedback loops to identify critical issues and assess progress based on data and evidence. Groups of people who are marginalised are also identified and involved in this process. To analyse M&E findings and review progress, key members of the project teams in country offices (including beneficiaries, relevant external stakeholders and partners) meet at least once per month. This includes troubleshooting relevant issues facing the projects.

Availability of real-time, reliable and accurate field data is a critical factor in planning and decision-making in any successful organisation, including Plan. In the recent years, we have seen fast improvements in mobile phone network coverage and the volume of mobile phone subscriptions globally. All this has made it possible to move from traditional pen and paper-based data collection methods to the digital era, thus offering new ways to improve data informed decision-making processes for better quality field work.

In this Programme, a focused effort will be directed towards obtaining regular and reliable data through using digital data collection tools in all projects, applying for example mobile phones, tablets and digital audience response systems that can display live results from people’s opinions and knowledge. The benefit of such digital audience response systems (or polling devices) is that they allow us to gather data in an anonymous way; this is particularly important when dealing with sensitive issues such as sexuality and reproductive health. These tools are also useful for gathering community feedback in an anonymous, yet real-time way. Thus, the digital data collection tools enable increasingly participatory monitoring when data collected is easily shared with key stakeholders or even reviewed immediately and analyzed jointly. An important added value element is also the opportunity to complement quantitative data, such as the KAP surveys used for regular monitoring, with qualitative data collected as part of the joint review and reflection process. This allows for more meaningful data collection for Plan, its partners and stakeholders and has potential to significantly increase data informed decision-making and learning at all levels.

New tools will be explored and introduced as part of the MEAL development work. For this Programme, it is our intention to ensure that digital data collection tools are used across all Plan Finland funded projects in order to harmonise data collection and centralise data-analysis.

Plan Finland has encouraging experiences on how digitalization of data can both improve the efficiency of data collection and make it more cost effective. Mobile solutions that can be installed in most mobile devices allow Plan staff, partners and project volunteers to gather, access, share and analyse community and patient data in real time from any location. It brings significant time and cost savings in project monitoring. Challenging locations need to be visited less often and because real-time data can be uploaded to a centralised system viewable anywhere in the world, it can also be analysed immediately and necessary changes to projects made more quickly – this is especially important in emergency settings. With mobile data collection systems, we also avoid challenges related to accuracy and loss of manually collected data that needs to be transported from the field to the offices.

Selected Plan staff has already been trained in the application of the digital data collection tools and we aim to further build the capacity of the project and country office staff to effectively use digital data collection tools for more high quality, systematic monitoring and data informed decision-making.
Evaluation
We apply our Child Centred Community Development (CCCD) principles to how we carry out evaluations. Wherever possible, our evaluations should help people living in poverty or facing exclusion to articulate their views, analyse their experiences and build up their confidence to take action. Evaluations should drive learning and evidence-based decision-making, in order to improve the quality of our Programme and projects and help strengthen other actors' abilities to contribute to development. More specifically, evaluations should generate evidence, information and new knowledge for us to use to improve the work we do to achieve gender equality. Evaluations should allow Plan to be more accountable to the communities we work with, our partners, our donors and within Plan itself.

We intend to carry out a mid-term evaluation at programme level and end of project evaluations in all projects. In addition to mid-term and final evaluations, we will conduct reviews, outcome and thematic evaluations, research and assessments, where relevant, to support the implementation of the Programme and enrich our insights into gender transformative programming. Ex-post evaluations of selected projects from the previous Programme periods will be carried out in order to assess the long-term impact of the completed projects. An evaluation and research plan covering the programme period 2018-2021 will be developed during the first year of implementation. The projects to be evaluated will be selected in such a way that they serve the dual purpose of assessing the long term impacts and improving gender-transformative programming in our future work. Evaluations should also actively contribute to learning and improving the programmes carried out by Plan and our partners. Each evaluation is followed up within Plan by a management response with an action plan and the implementation status of the action plans will be periodically monitored. Evaluations should allow donors and related organisations to understand the realities of what has been achieved, so they can continually improve how to design and support programmes in the future.

Accountability
Monitoring, evaluation and reporting are important elements of the foundation for accountability. Therefore it is crucial to define clear and measurable results-based indicators and measure their progress against the applicable targets. For better accountability and learning, we will explore the ways to enable better use of data in decision making for example through applicable cloud services and dynamic dashboards for sharing and presenting the data. As part of accountability, we strive to improve the ways in which Plan enables children, community members and partners to influence what we do, and hold us responsible for our actions. Participation, transparency and responsiveness are key aspects of accountability to children, community members and partners that we need to strengthen. In order to fulfil our shared commitment, we must actively listen to people's views and provide clear information about who we are and what we are doing. This can be done for example through openly sharing information, building feedback loops such as focus group discussions with members of the recipient women, men, girls and boys, communities and CSOs and other ways of reviewing and learning together integrated into existing systems.

Plan has been the first NGO in Finland to start reporting according to the IATI (International Aid Transparency Initiative) standard. This is a multi-stakeholder development aid transparency standardization system launched in 2008 in Accra. The actors involved in the initiative supply up-to-date financial and results information on development assistance to the IATI database. The basic idea behind the IATI standard is to provide commensurate, accessible and comparable information on development aid flows and to improve coordination, accountability and planning between different actors. In practice IATI provides means to keep track of where the aid funds by different donors and development organisations end up. This stands in contrast to the current reality of limited and fragmented data being made available.

There have been a number of different accountability and transparency initiatives, but the difference with IATI is that it is the only initiative with concrete requirements for what to publish and in what format, and it asks participants to commit to timelines for publishing. Furthermore, it already has significant buy-in from a variety of donors including Finland (since 2011). Responding to the call to increase transparency and coordination of development information in the field of international development, Plan has been publishing all MFA funded project information in IATI format since the beginning of 2015.

76 The current IATI-compliant reporting by Plan Finland can be viewed at https://planfinland.akvoapp.org/en/projects/
Learning
All of Plan’s monitoring, evaluation and review activities should generate learning that is used to make concrete improvements to our programming and activities, including what we do and how we do it. Social issues constantly change, along with the contexts we work in. Our projects need to change with them, in order to stay relevant and achieve as much as possible for children. The Programme 2018-21 will provide good opportunities for sharing and learning between the projects since there is the same thematic focus of all projects. Once per year, in advance of the submission of the Annual Plan for the next year, Plan Finland will convene a learning workshop in one of the programme countries or in Helsinki. Participants to be invited will involve Plan staff as well as partners. Bringing together the key colleagues from CSO partners and Plan working on the MFA programme will become a learning community. This group of colleagues could also involve Väestöliitto and their local partners, where relevant. The Programme has also defined five learning objectives, to guide joint reflections periodically. The annual reports will reflect on these learnings, among others, in a systematic way. The questions are:

1. To what extent are the Peer Educator modules effective at building wider community and peer wide support for girl’s empowerment and realisation of their SRH rights?
2. What are the key methods that work best to facilitate improved SRHR service delivery?
3. What has worked to tackle exclusion and reach the leave no one behind goal; what are the remaining barriers?
4. How do the CSO partners involved assess improvement of their organizational and technical capacities?
5. What are the practical enablers that work best in engaging the duty bearers to deliver adolescent-friendly services, and to prioritise SRHR in their work?

We will put effort into learning about SRHR and contribute actively to the global SRHR network of Plan International. In terms of global programme models, we will contribute to the Champions of Change model, so that it can grow and be a consistent approach to the Federation. Plan Finland foresees to co-fund a Regional Specialist on Champions of Change based in Zambia to provide technical support to all projects applying the CoC approach.

Research is foreseen under many of the technical assistance investments described in Chapter 4. Social action research on gender transformative programming will allow us to test approaches for changing social norms related to SRHR issues. As one of the learning opportunities Plan Finland also supports and participates in the Technology Salon which is a global network of professionals for expanding the role of ICT in empowering development. Finally, this programme foresees significant cooperation with key expert actors in the field of disability. A learning partnership with a disability organization, Light for the World, is foreseen at programme level. The learning processes will be based on structured reflection and dialogue, linked to concrete opportunities to change our programme work.

We need to continually listen to different stakeholders and respond to what they say. Beneficiary feedback can be particularly powerful. This kind of reflection is also part of the process of development. It helps all stakeholders to deepen their analysis of social issues. When done carefully, it helps people build up their skills and confidence to take more control over their lives. Plan Finland is keen to strengthen our partners’ and Country Offices’ knowledge management processes for example through the systematic collection of experiences from specific projects and the translation of studies and materials. As part of the capacity building support provided, we intend to continue the development of manuals and toolkits that allow partners and County office staff to design and implement better quality programmes. For instance, we have already developed a toolkit for disability mainstreaming and various tools and trainings are available on gender and digital development issues.
5.5 Knowledge management

One of the driving factors for improving our overall knowledge management is the need to be able to better show the achieved results related to long-term behavior change and gender transformative change. At the same time, we seek to use this information for everyday decision making, allowing more agile adaptations to be made to project designs and implementation methods. Both evaluations, CSO Evaluation (2017) and MTE (2016) noted the challenge of measuring gender transformative change, and recommended that the M&E systems and methods should be improved for better programming and results-based reporting. There is a need to make better use of the collected data for identifying gaps and adapting programmes: after all, data is not collected primarily for donor reporting but for better informed management of projects. Plan has already taken steps in terms of digital data collection and in presenting the result information of MFA funded projects in the IATI format, but there are more opportunities to enhance knowledge management at all levels, including with our partners.

The work on knowledge management has already started and will continue during the year 2017 in preparation of the new Programme. During April-May 2017 Accenture conducted a knowledge management maturity assessment (pro bono) which led to a roadmap to insight-driven innovation.

The assessment identified gaps in both the enabling and core processes of knowledge management allowing us to better understand our readiness to advance knowledge management capabilities. The biggest gaps in terms of Plan programme work relate to data management, analytics, reporting and Business Intelligence. Our focus will be on the following actions:

- institutionalizing data lifecycle processes; integrating data;
- governing data processing;
- acquiring technology that manages the entire data-lifecycle: digitizing not only data collection & storage but also decision-making, introducing real-time capabilities with dynamic dash-boards;
- checking on what data is lacking in our MEAL-process;
- harmonizing data collection and storage processes to avoid information silos and time lag;
- checking if analytics capabilities need updating.

A workplan will be developed around prioritizing these focus areas and finding solutions streamlining the data life cycle. The main purpose of the process is to enhance Plan and partners’ capacities on knowledge management including the use of technological tools as well as support for process management. The technical side includes enhancing digital data collection tools in terms of their data capture, storage, analysis and reporting facilities (BI-tools) while the management side focuses on creating or capturing common practices and processes, such as clear data acquisition and storage guidelines and on embedding the new way of working as a common practice across the organization.
Plan will identify the most suitable partners to support the process but will partner inter alia with Acceture in Finland to enhance capacities on data processing and management. A formal MoU for 2017-21 has been signed between Plan Finland and Accenture in June 2017.

We will invest first in one partner country, Laos, to pilot the new MEAL processes, and then expand the exercise to other countries when funding becomes available. This entails investing into the MEAL capacities of Laos both in terms of personnel as well as equipment, training and continuous capacity support both over distance and on the ground. The work will be done in cooperation with the Asia Regional Office and Plan Headquarters, and will link directly to the ambition of Plan International under its new Global Strategy to upgrade its knowledge management systems.

Advancing the knowledge management maturity of the Programme will contribute to developing the M&E systems and methods and exploring new technological tools or enhancing the use of existing ones. We will strive to make the knowledge and learning related to MEAL available to Plan International federation more broadly and in a consistent way. Improved knowledge management, access to quality and reliable information will help the project implementers do their jobs better and support their learning. We are committed to promoting a strong culture of learning and reflection and we will strive to be in an even stronger position to make evidence-based decisions in the future.
5.6 Compliance and risk management

Plan Finland manages grant compliance of this Programme, and enters into binding legal agreements with Country Offices for its effective implementation, including all MFA rules and conditions. In the past years, two external systems audits have verified that the financial management systems of Plan Finland are solid and reliable.77

To support work on compliance, the Global Assurance (GA) team sits in the Headquarters of Plan International, and is part of the federation’s internal governance framework. GA has been established to provide independent and objective assurance and support services, to assess and improve the effectiveness of risk management, internal control, and governance processes. Plan Finland has access to Global Assurance reports and exchanges information of eventual audit and financial compliance concerns with the assurance organization globally and regionally. Plan Finland follows up the external audit results as well as findings and recommendations from Global Assurance audits; combines the view with the programme and finance teams’ findings and experiences from reporting and field visits; assesses the risk status in each programme country and plans for mitigation actions.

For compliance improvement purposes, risk management, harmonization of financial reporting and guidelines as well as best practise sharing, the Nordic finance controllers’ network between Plan Norway, Sweden, Denmark and Finland was established in 2012. Plan Finland can request support from other National Offices where needed, allowing for a valuable back-up to capacity. The focus is on information sharing and cooperation in programme finance related issues, especially where projects are implemented in the same countries by many National Offices. Country-level coordination within Plan International is ensured in this way as well.

Plan International has a risk management system to identify, assess and manage risks, and procedures to back these up. This policy is implemented through a risk management process which is aligned with the best practice guidance contained in ISO 31000:2009 Risk Management Principles and Guidelines. The risk management system includes clear roles and responsibilities for senior management teams, management and staff across the whole organization, as well as a robust risk identification, reporting and mitigation process. As per Plan’s Risk Management Policy, all project implementation staff, including partners, participate in the identification, assessment and control of risks, particularly in relation to their area of work. Staff should report to a manager any incidents or concerns with regard to risk or the control environment. The expectation is not to eliminate all risk, rather it is to set out a management system and governance oversight whereby significant risks can be identified, assessed, treated and monitored. For each risk identified, the risk level (low, medium or high) is determined, mitigation measures are foreseen and the risks are entered into the risk register of the Country Office, also reflected as applicable in the risk register of Plan Finland. There are also efforts to foster a culture which supports and demonstrates a proactive approach to risk management.

Plan International has zero tolerance for corruption and all acquisitions and actions must adhere to the principles of good governance and anti-corruption. As per the Anti-Fraud, Anti-Bribery and Anti-Corruption Policy, everyone involved in the implementation of programmes is responsible for taking action against corruption and in case of a suspected misuse of funds, must follow laid down procedures immediately. The policy sets out the specific responsibilities of managers, employees and volunteers with regard to the risks of fraud, bribery and corruption. It is also a clear demonstration of the commitment of Plan’s senior leadership and governing bodies to the promotion of a culture of integrity and transparency throughout the organization. In addition Plan International has a Whistle Blowing policy that protects those reporting corruption and fraud. The Counter Fraud Unit (CFU) under Headquarters carries out investigations where necessary. In its work Plan Finland also abides by principles of good governance and anticorruption as laid out in the Anti-Corruption HandBook for Development Practitioners, issued by MFA.

In the past three years, less than 1% of Plan Finland’s funds have been subject to fraud or financial mismanagement. While efforts are made to prevent fraud systematically, it is clear that working in Least Developed Countries does

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77 The National Audit Office of Finland conducted a systems audit in 2012 and another one was performed by KPMG in 2013, commissioned by the MFA. Both produced a positive overall result as well as constructive recommendations on areas for improvement. Plan Finland’s finance and control capacity was also assessed as part of the ECHO partnership validation in 2014.
carry risks. The fact that such cases do emerge from time to time can be seen as evidence of the effectiveness of Plan’s control systems – in fact, a situation where no mismanagement was ever detected might indicate the weakness of control systems. It should also be noted that a majority of the cases in the past were related to procurements or operations by local partners. Given that a significant part of the projects under this Programme will be implemented by partners, strengthening their internal control systems will be addressed as part of capacity support and will be taken into account in partnerships agreements. Country Offices will use the Partnership Assessment Tool of Plan International to evaluate a partner’s capacity to effectively manage funding from a donor. Conducting a partner assessment will highlight a partner’s strengths and weaknesses and help to identify any capacity development support they may require. The partner organization assessment will be carried at regular intervals since start of partnership.

The risk matrix provides an overview of the main risks addressed in the Programme. A programmatic risk worth highlighting separately relates to the fact that sexuality is a sensitive and emotionally charged topic in all societies, and even more so in many of the countries we work in. These topics may seem controversial to some, particularly those who stand to lose from a change of norms and practices (e.g. in the form of a loss of income, as bride price and child marriage are eradicated). Opposition is often found at the state level, but also within the public opinion and sometimes even within other CSOs (particularly the religious ones), and is often based on societal prejudices around sexuality and traditional gender roles. Addressing these risks requires professionalism and a strong existing relationship with the communities. Community gatekeepers, such as parents and religious leaders, will be key actors involved in interventions and their general acceptance will need to be fostered before proceeding to activities with adolescents.

To mitigate this risk, all projects are firmly anchored into existing interventions in the areas where we work. This will be the case even in Laos, where SRHR as a sector is new: Plan and partners have worked in the geographic areas for years, and the interventions will build upon the trust gained at community level. At national level, the large number of allies and partners in advocacy coalitions are foreseen to help mitigate the risk of a potential political backlash. This is why achieving a critical mass in terms of the people reached is important. Those projects such as Mozambique where the project is smaller, will benefit from other complementary actions (such as the 18+ work), again helping to secure a critical mass level of outreach. Also, some existing campaigns have a highly positive and visible image in the country, such as Because I am a Girl, which will help to boost the messaging of our project.
### Table 7. Risk Matrix

<table>
<thead>
<tr>
<th>Risk factor</th>
<th>Likelihood of Risk</th>
<th>Background to the assessment of likelihood</th>
<th>Impact of Risk</th>
<th>Background to the assessment of impact</th>
<th>Risk response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contextual risks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political unrest (elections and other)</td>
<td>Medium</td>
<td>Historical patterns of educational disruption and anxiety at election times</td>
<td>Medium</td>
<td>Project engagement with schools; youth</td>
<td>Monitoring at community and school level for signs of unrest, and/or disruption; Contingency for school disruption</td>
</tr>
<tr>
<td>Considerable loss in exchange rates</td>
<td>Medium</td>
<td>Rapid fall in the value of local currency</td>
<td>High</td>
<td>Experience has shown major losses due to exchange rate volatility in the past</td>
<td>Contingency reserve of 7% budgeted into projects</td>
</tr>
<tr>
<td>Rejection of SRHR messaging</td>
<td>Medium</td>
<td>News coverage, including social media, of issues that distort SRHR message</td>
<td>High</td>
<td>Negative perceptions fundamentally undermine project viability</td>
<td>Early, regular and proactive engagement with stakeholders on the core message of SRHR.</td>
</tr>
<tr>
<td>Natural disasters and hazards</td>
<td>Medium</td>
<td>The number of disasters has been growing steadily in the past.</td>
<td>Medium</td>
<td>The project has a resilience component and also other complementary mechanisms by Plan and partners are in place to address resilience.</td>
<td>All projects will contribute to improved resilience at district and community level, and build capacities in disaster forecasting, risk assessments and preparedness planning.</td>
</tr>
<tr>
<td>Restrictive policies and shrinking of civil society space</td>
<td>Medium</td>
<td>In almost all countries, some signs of restrictions towards CSOs.</td>
<td>Medium</td>
<td>Outcome 3 relies on the space for building a social movement. However, this is not only dependent on formal organisations.</td>
<td>The projects will build large coalitions to leverage influence, seek commitment among government authorities and customise the language where needed.</td>
</tr>
<tr>
<td><strong>Programmatic risks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor retention of Champions of Change</td>
<td>Low</td>
<td>Previous projects have shown good retention</td>
<td>High</td>
<td>Projects depend on completion rate of CoC programme for outreach and youth engagement across other project activities</td>
<td>Include activities to foster retention in facilitator job descriptions</td>
</tr>
<tr>
<td>Weak parental / community commitment</td>
<td>Low</td>
<td>All project sites are areas where we have worked before and projects were designed in a participatory way.</td>
<td>Medium</td>
<td>Without engagement by parents and community members, the CoC programme is undermined</td>
<td>Facilitators monitor parental commitment and are proactive if commitment is weak.</td>
</tr>
<tr>
<td>Partner lacks competency and experience</td>
<td>Low</td>
<td>Partner assessment on capacity and technical knowledge and skills to be made prior to MoU</td>
<td>High</td>
<td>An important part of budget is implemented by partners</td>
<td>Regular and consistent monitoring, and clear and frequent communications between Plan and partners</td>
</tr>
<tr>
<td><strong>Institutional risks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District and / or provincial government do not engage with project</td>
<td>Low</td>
<td>Government stakeholders have been engaged in project planning</td>
<td>High</td>
<td>Project effectiveness relies on duty bearer engagement for implementation and sustainability</td>
<td>Early engagement and consultation with key duty bearers to ensure shared ownership</td>
</tr>
<tr>
<td>Trained stakeholders (teachers, health workers, government staff) are transferred</td>
<td>Medium</td>
<td>Historically govt staff are moved at short notice</td>
<td>High</td>
<td>Training of stakeholders is a key component of the project</td>
<td>Additional trainees included on all training events. Establish an MoU on the planned strategies and interventions.</td>
</tr>
<tr>
<td>Staff turnover (Plan or partners)</td>
<td>Medium</td>
<td>Loss of institutional knowledge with staff turnover.</td>
<td>Medium</td>
<td>Efforts made to retain staff (including a fair compensation policy) and to ensure continuity of project management,</td>
<td>Knowledge and information management mechanisms in place to safeguard institutional memory. Expedite staff recruitments to ensure time timely replacements and orientation.</td>
</tr>
<tr>
<td>Corruption / fraud / financial mismanagement</td>
<td>Low</td>
<td>Losses have typically been rather low; strong control systems are in place.</td>
<td>Medium</td>
<td>Loss of reputation and trust, and loss of budget.</td>
<td>Plan maintain vigilance in financial management and will support partner CSOs to enforce internal risk management systems.</td>
</tr>
</tbody>
</table>
ANNEX 1: ADDED VALUE OF PLAN FINLAND: DETAILED DESCRIPTIONS OF TECHNICAL SUPPORT
PARTNERSHIPS WITH VÄESTÖLIITTO AND OTHER FINNISH CSOs WITH BROAD EXPERTISE ON SRHR ARE EXPECTED TO PROVIDE FURTHER FINNISH ADDED VALUE TO OUR WORK.

GENDER AND SRHR

The main priority within this area of technical support will be to invest into the global programme models of Plan International on adolescent-friendly SRHR and Champions of Change. Training and support will also be made available to our partners, and we will establish a partnership with Väestöliitto, the Family Federation of Finland. The following activities will be supported:

- **Investing into the Champions of Change model**, to ensure that the approach consistently grows and develops within Plan and spreads to other East African countries (the approach is still new to Africa, as it was originally developed for work with boys in Latin America). The Gender & SRHR Specialist will support the process of implementing the approach in East Africa. New modules could be developed e.g. on resilience and disability inclusion.

- **Supporting a SRHR Coordinators and Gender Advisors** in all programme countries with a series of trainings and coaching to equip them to train their colleagues and partner organisations on gender transformative programming and SRHR.

- **Significant contribution to and influencing the global SRHR Network of Plan International**; in order to build up the quality of SRHR programming, skills and guidance documents.

- **Capacity-building support to civil society organisations** (including but not limited to the formal implementing partners in this Programme). This includes Planting Equality training modules, which are updated to build skills for gender transformative programming, and development of SRHR training materials. Planting Equality is Plan’s acclaimed training module on gender which has been rolled out globally and involves a broad network of trainers who have been trained;

- **Social action research on specific topics of gender transformative programming**, particularly related to girls’ rights and shifting social norms around SRHR issues (e.g. teenage pregnancy, contraceptive use, age of marriage).

- **Partnership between Plan Finland and Väestöliitto, (Finnish Family Federation, FFF)** and other Finnish CSOs with broad expertise in SRHR. This will enable us to draw onto the existing broad experience and expertise of the leading Finnish SRHR expert organization, who will engage on programmatic support in Helsinki;

The partnership with Väestöliitto is expected to provide further Finnish added value to our work. This partnership will bring mutual benefits in terms of learning and sharing expertise, advocating on common issues, expanding our reach, being more effective in advocacy and strengthening our networks. Väestöliitto can engage in peer reviews of Plan’s work, as a “critical friend” through our Learning Lab approach. Plan can share its global methodologies like Champions of Change with Väestöliitto. There are also opportunities for joint research and studies on SRHR topics; joined-up advocacy in Finland.
WE NEED TO DEMYSTIFY INNOVATION AND BE CLEAR THAT EVERYONE CAN BE CREATIVE AND INNOVATE IN THEIR WORK

INNOVATION

Background

During past three years there have been many insights and learnings that have widened our understanding on how INGOs such as Plan should approach innovations both within the organisation as well as with partners and communities. The learning is ongoing and there are several areas Plan wants to experiment further. However, at this point we’d like to highlight two key aspects: working with youth and the idea of incubating innovation.

First, working with youth. Innovation have usually been linked to people with university background and access to hubs and incubator networks. This applies both in the Global North and South. However the vast number of youth especially in the developing countries are lacking these opportunities and are often considered as rote implementers and workers by the society. Through the innovation programs Plan promotes a different view: since the vulnerable youth experience challenges of poverty, marginalization and rights violations first hand in their community and society, they are in a good position to identify those challenges and come up with innovative solutions to them. If these youth don’t have opportunities to pursue their ideas this potential is mostly left untapped.

Secondly, incubating innovative concepts with the civil society and within Plan. In order to redesign the way new innovation concepts can be produced we have started training Plan staff and local partners with practical Human Centered Design Thinking skills (explained more in detail below). Moreover, in small scale experimental pilots we have encouraged Plan offices and civil society partners to take planned risks and allow failure to boost creativity and learning.

The encouragement and support to adapt and experiment during the piloting stage has been helpful as many of the concept need constant reviewing and changes based on the continuous learning. This has been evident in the previous Smartup Innovation Challenge concepts. In these small scale pilots Plan Finland has also limited the amount of compliance driven reporting and increase agility of the teams with regular review discussions that concentrate on the “what is most important at this stage and what do we need to change or improve to succeed”.

Plan Finland has already taken a role in developing and providing tools and templates, upskilling people in techniques like design thinking, encouraging collaboration and sharing examples. This is what we need and plan to do more. Innovation does not come from one individual bringing bright ideas, it is an ecosystem of ideas. We have a role in creating this ecosystem to enable the environment where innovation can flourish. In practise this means e.g. working with atypical partners and building networks that provide seeds and support for new approaches. It also means to “hiring the rebels” and asking who are the disruptive thinkers, who will challenge us and bring ideas in from outside of the organisation to challenge the status quo.

We need to demystify innovation and be clear that everyone can be creative and innovate in their work. It’s also possible to innovate within compliance. While there is no quick fix when changing the culture of a large organisation, the message of creative confidence, embracing uncertainty, learning from failures and working very closely with the rights holders and civil society are paramount during the next four years.
Human centered design thinking

Innovation is driven by curiosity, exploration, experimentation and learning from failures. As Human Centered Design Thinking (especially developed by Hasso-Plattner Institute of Design at Stanford (d.school)) is firmly based on these build blocks and is already proven to be useful in our work, Plan has been utilizing the HCD-approach for designing new and better solutions within our projects.

Human Centered Design Thinking is a methodology that provides a solution-based approach to solving problems. It’s very useful in tackling complex problems that are ill-defined, highly dynamic and can have multiple ways to solve i.e. typical problems in the field of international development. HCD enables innovation in testable manner and optimizes the solutions for involved people and communities.

The main phases of HCD are:

- Empathising: Understanding the human needs involved.
- Defining: Re-framing and defining the problem in human-centric ways.
- Ideating: Creating many ideas in ideation sessions.
- Prototyping: Adopting a hands-on approach in prototyping.
- Testing: Developing a prototype/solution to the problem

Furthermore, innovation can be boosted through new partnerships, research, technologies and creating teams and collaboration with diverse backgrounds and approaches.

Based on the successful results and lessons learned from the 2015-2017 Plan International Finland is proposing to continue and expand the work on innovation methods and practices in order bring further agility and adaptiveness to our program design and implementation as well as create new and more impactful solutions for the projects in the new MFA portfolio.

The innovation model for MFA programme 2018-2021 will expand to have these components:

- Bi-annual Smartup Innovation Challenges that will be available up to 15 program countries (including the four focus countries of the MFA program)
- Agile and responsive programming methods serving especially the 4 focus countries (Uganda, Ethiopia, Laos, and Mozambique).
- Expansion of the Smartup Factory Youth Innovation project in Uganda and Ethiopia
- Innovation Learning Program: an annual learning program linked to existing innovation related conferences such as Slush and InnoFrugal and increasing the capacity of the key four focus countries.
- Contributing to the successful implementation of the new Plan Global Strategy which has a clear focus on innovation, agility and learning.
Innovation program components

1) Smartup Innovation Challenges
Plan Finland has organised two innovation challenges successfully so far. The central model we are planning to continue follows these steps:

In Smartup Innovation Challenges we are not seeking for full proposals, but rather focused and targeted concepts on especially on SRHR, GBV and child marriage which can be tried out in a fairly short period of time. These kind of solutions and experimentations can be tested as components of larger existing programs. Thus, in the concepts it’s better to aim at focusing one solution very well than try to cover 10 areas fairly ok. When seeking for new, even ground-breaking solutions to complex problems there is always possibility to fail. However, with iterative methods and quick prototyping (“minimize testing costs, maxime learning potential”) this process is cost effective and there is validation that the solution is improving with each cycle.

The Challenges will be made available up to 15 countries which include the four focus countries. Typically the concept incubation phase lasts for 1-2 months, testing and development phase for 6-9 months. By the end of the testing and development phase, the tested model is documented and evaluated for possible adoption by larger existing projects or potentially scaled up using external funding.

During the four year program Plan will organise two Challenges, one in 2019 and one in 2020. The first Challenge under the topic “Empowering Girls through Sexual and Reproductive Health and Rights” will be open Plan offices and civil society partners in 4 focus countries. The results and new models coming out of the Challenge will be shared between all Plan countries and potentially adopted on a case by case basis by the MFA funded projects. The second Challenge in 2020 will be available for 15 countries and the exact topic will be decided after the first Challenge.

2) Agile and responsive programming - innovating within the programs
When applying Human Centered Design Thinking and agile programming methods to large projects in the proposed programme portfolio we need to acknowledge that programs need to be implemented on time and that program staff,
partners and civil society at large are often under a daily pressure to comply with requirements and policies, perform planned activities and deliver intended results over time. Thus, there is always limited time for continuous experimentation and testing. However, in overall Plan is set to empower the local civil society partner to increasingly observe, question, try out and ideate ways to improve the projects they are working with. Tools and methods to help this include:

- In-depth training for the project staff on Human Centered Design thinking.
- Rapid data collection by using digital data collection tools such as Poinmapper and OMBEA audience response systems. This is especially important for continuously validating and improving the project approach through feedback from the stakeholders.
- Project Clinic method where the whole project or a selected component is presented to mentors (Plan staff, partners and ) and diagnosed jointly to spot areas for improvement and opportunities.
- Insight interviews with project stakeholders (rights-holders and duty bearers)
- Co-designing with communities by build prototypes and testing them in joint sessions.

In practice the project staff are encouraged to choose certain part of the project for closer look and opportunities to for better solutions. Thus, while ideas for improvement can come from anyone involved in the project, the project will resource time and small funding for personnel for focus to areas seem to be particularly challenging. At minimum, the project will have an innovation and design process once a year with the support of Plan International Finland.
3) Expansion of the Smartup Factory Youth Innovation project in Uganda and Ethiopia

The Smartup Factory is a flagship on youth-led innovation. The project has been able to support approx. 380 young people with enhanced ICT and communication skills, increased self-confidence, practical business ideas and innovation methods both in Uganda and Ethiopia. Based on the experiences thus far the next step is to improve the model by adding three design thinking sprints to the model. This will require all youth participants to finalize several products, services or systems which tackle real world problems, including SHRH related, that have been identified in the surrounding communities.

The original setup of offering a selection of training courses for the youth will remain as a supportive function. The Smartup Factory model will also support the main projects in Uganda and Ethiopia especially in using digital tools and innovation practices.

The first innovation centres in Kampala and Addis Abeba are increasingly maintained and led by the youth champions from the surrounding communities. The long term vision is to register Smartup Factory as a local youth led organisation which can be supported by both local and international businesses, organisations and foundations. During the next four years Plan will establish four new innovation centres in rural areas of Ethiopia and two more in Kampala due to the high demand by a large number of potential youth participants. The estimated number of youth graduating from the three month intensive SmartUp programs is 3200 in Uganda and 2300 in Ethiopia. These SmartUp Factories will not remain standalone initiatives, but will be included in the overall project activities of the Programme. However, the scope of their work will not be limited to SRHR issues alone.

The key methods for gaining sustainability are a) empowering youth to take ownership, responsibility and leadership of the Smartup centres; b) utilizing already existing spaces such as underused youth venues in order to avoid costly rent. This works especially well outside the large cities while e.g. in the capital area it’s difficult find venues without some rent costs. Also, c) bring the trainings and activities out to the communities and use larger temporary spaces in order to reach more people than possible before and d) encourage youth to do local fundraising.

4) Innovation Learning Program

Innovation Learning Program is an annual learning program linked to existing innovation and technology related conferences with the aim of inspiring and increasing the capacity of the staff and partners from the key four focus countries. The model is based on the already proven and successful experiences in organising e.g. Plan Innovation Gathering in collaboration with MFA supported InnoFrugal conference and several co-organised side events with Slush conference.

The intention is to organise 1-2 Innovation Learning Program events per year and bring Plan staff, local partners and external actors together to introduce new approaches, agility, use of technologies and unusual allies to the MFA supported development work and beyond.

5) Global Strategy work

Plan’s new Global Strategy states that “we will embrace a learning culture that encourages innovation, allows for experimentation and accepts that failure is part of making progress.” The work Plan Finland has been conducting during the past three years has been instrumental in setting this ambition to the global Plan International federation. Plan Finland wants to continue contributing practical experiences and learnings to a growing body of skills and understanding on how the federation, its partners and local communities can benefit from innovation in the best way. In this work we will collaborate closely with the International Headquarters as well as national and country offices during the next four years.

Timeframe
Strategic, innovative and sustainable use of technology to enhance our programme impact and results is one of Plan Finland’s strengths, and we will also be including technology and digital tools in our MFA programme. Sexual and reproductive health information can be provided via reliable health applications on smartphones and tablets, medical and school supplies can be transported to remote villages with drones, social media can amplify voices and connect ideas and people and new digital educational tools can improve learning outcomes for children. In today’s world, digital literacy is almost as important as traditional literacy, and as jobs become increasingly digital it is essential to ensure that young people are equipped with relevant 21st century digital skills and knowledge in order for them to be able to compete and succeed in the future job market. Technology and social media are also excellent tools for lifting up the voices and opinions of children and young people and ensuring that those voices remain at the core of everything we do.

Digital literacy and computer skills are relevant for children and youth participating in our work both in the programme countries as well as here in Finland in our refugee- and immigrant-related domestic programmes. Cross-learning between the domestic and international programme work is already happening: the Smartup Factory youth innovation incubator model, which was started in Uganda in 2015 and is now adapted to Finland as part of the Vuosisadan Rakentajat challenge with a particular focus on immigrant and refugee youth in Finland. Which technologies are available, affordable and feasible to use in each project varies depending on the country context, but Plan Finland will be incorporating the following technological tools in each of the MFA projects:

- Digital data collection
- Solar Media Backpack will be used to showcase educational SRHR-related digital content in all project locations
- Communications tools such as SMS, USSD and/or smartphone applications will be used to facilitate access to information, exchange of ideas and to gather feedback from participants

The digital development component will be closely coordinated with the SmartUp Challenge described above. In 2017, the second round of the SmartUp Innovation Challenge focused on girls and technology. Through this Innovation Challenge, Plan Finland enables country offices to try out new things with digital tools.

Solar Media Backpack: User-centered design for low resource settings
The Solar Media Backpack is a rugged, portable, solar-powered multimedia station, designed specifically for rural and low resource settings. It is a fully functioning media station that is easy to transport even to remote locations by bike, motorcycle or foot. It is solar powered, and therefore not dependent on grid electricity – which means it can be used in locations with no electricity or unreliable power sources. It allows daycare centers and schools to be able to utilize multimedia, such as slide shows, photos, presentations, videos and audio that previously was unavailable to them. The Solar Media Backpack has been designed jointly by Plan International Finland and a UK-based design company Aleutia. The idea was born out of the direct need of early childhood development centers in rural Uganda, where teachers were not able to utilize multimedia as a teaching tool due to difficult locations, lack of reliable electricity and other challenges.
Our programme partners will be trained in the use of all of the above mentioned technologies and these tools will be made available to their use as well. We will also provide technical support and capacity building for our partners to be able to carry out their own information and communication analyses to assess which technologies could help them improve their work and results and strengthen community engagement, not just within our joint programmes but in the work of our civil society partners in general.

3) **Empower girls as the digital storytellers of their own lives (linking to Outcomes 1 and 3)**

Girls are the best tellers of their own stories, so we will seek to harness the power of technology and digital tools to enable the voices of girls to reach wider audiences globally. Local civil society actors will be supported to develop their capacity to use technology as a tool for storytelling and positive change and to support their ability to tell stories and narratives particularly from the perspective of girls, focusing on the relevant gender dimensions. We will produce digital materials, such as videos, podcasts and/or photo essays, to elevate the voices and stories of the girls we work with. These materials will be produced by the girls themselves, so that we can ensure that the stories really reflect their own thoughts, opinions, challenges and dreams. This will also teach the girls crucial digital storytelling skills that will be useful for them in the future. This activity will start in Uganda, drawing upon the existing SmartUp Factory initiative, and it will be replicated as feasible in the other programme countries as well.

4) **Expand the Digital Development Solutions Portfolio of tested and proven technologies that can be replicated and scaled up within the four key focus countries and beyond**

The Digital Development Solutions Portfolio is a selection of vetted and tested technological tools that have been proven to be relevant, useful and feasible for Plan’s programme work. This Portfolio will be expanded during the MFA programme with a particular focus on solutions that support our work in the field of SRHR. The portfolio will be made publicly available to our civil society partners and to the wider audience.

5) **Continue to co-fund the position of Global Coordinator for Digital Development (based in Finland; co-funded by various other Plan offices) and recruit a Regional Digital Development Advisor for Eastern and Southern Africa**

Plan Finland will continue to co-fund and host the position of the Global Coordinator for Digital Development who will support the MFA programme but also serve to strengthen and improve Plan International’s use of technology at a global level. Additionally, we will fund a Regional Digital Development advisor for Eastern and Southern Africa who will offer support particularly to our projects in Mozambique, Ethiopia and Uganda. The Asia regional office already has an ICT4D expert whose support we can harness for the Laos project.
Across the globe, nearly one billion people live with some form of a disability—with women and girls with disabilities being disproportionately affected. Not only is there a higher prevalence, the discrimination against women and girls with disabilities is also more profound. The Protect Us research co-funded by the Finnish MFA found that girls and boys with disabilities experience extremely high levels of violence compared to children without disabilities and that children with disabilities find it difficult to access (community-based) child protection mechanisms. In addition, girls with disabilities reported a higher level of emotional and sexual violence than girls without disabilities. Other violations of women with disabilities include forced sterilizations and forced abortions as women with disabilities are found incapable of raising children, or for the fear of giving birth to children with disabilities.

This program intends to ensure that all stakeholders realize what the main barriers to disability inclusion are within society and what they and the communities can do to put a stop to these barriers. All projects will ensure adolescents with disabilities are being consulted in all cycles of the project; ensure SRHR information is accessible for persons with communication difficulties; increase community awareness on the rights of persons with disabilities and disaggregate data to include boys and girls with disabilities. Some of the resources developed under the 2015-17 Programme will assist in this, e.g. the Disability Awareness Toolkit. Synergies will also be drawn from Plan International’s global Disability Working Group, to share learnings and promote inclusion within the wider organisation. Plan Finland is also represented in relevant task groups of the International Disability and Development Consortium.

A variety of actions will be supported under disability focused technical assistance. Research and studies will be carried out in order to address the knowledge gaps regarding the access to SRHR services for children with disabilities. This will be a continuation of the work started already in 2017 with a child marriage and disability research in Ethiopia. Learning and experiences from research will inform advocacy initiatives, taking place from community level to district, national and global level. Finally, we will enhance data available on disability, particularly disaggregated data by sex and age. The baseline studies in each of the four countries will include the situation of girls with disabilities. We intend to coordinate this with the work of Equal Measures 2030, the global team of Plan International and partners, set up to monitor the SDGs from the perspective of girls.

Resource development and capacity building are another key-element of the Programme. To encourage and support inclusive SRHR services, tools will have to be developed and/or existing tools adapted that promote inclusive SRHR. The research and baseline findings will identify the gaps to be addressed. Key stakeholders of the program and civil society in general will be trained on the inclusion of children and young people with disabilities in core activities of

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79 https://plan-international.org/publications/protect-us
the project like Champions of Change, school councils and specifically on addressing disability inclusion in SRHR services. Stakeholders include among others, Plan and implementing partner staff, health workers, CBOs and youth leaders. While service providers will be trained, the project will seek to build the capacity and trust of children and youth with disabilities to make use of services and confidence to advocate for their SRHR rights.

**Partnerships**

Disability Partnership Finland (DPF or Vammaiskumppanuuus in Finnish) is a registered non-governmental organisation founded in 1989. It has nine member organisations, all Finnish disabled people’s organisations. Under this Programme, we intend to start a formal collaboration with World Vision Finland and DPF, with a goal of sharing of knowledge and learning on disability. The initial focus will be on collaboration in Uganda, where all partners are active. Child protection topics to explore may include, for example, child marriage and FGM. We will seek to find out how these affect children with disabilities and/or cause disabilities. Not only will this improve the programming in Uganda of all partners, it will also strengthen the collaboration among Finnish development agencies. DPF will gain exposure to the far-reaching programme work of two large child rights organisations.

We will further strengthen our strategic partnership with Light for the World (LftW), a leading disability specific organization. The partnership is based on the idea of mutual learning. LftW has presence and experience in

<table>
<thead>
<tr>
<th>Area of Partnership</th>
<th>Plan Finland - Added value</th>
<th>LFTW - Added value</th>
<th>Common areas to work together</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expertise</strong></td>
<td>Gender - Gender transformative Approach.</td>
<td>Disability - Disability mainstreaming as an organizational change approach.</td>
<td>Gender and disability Intersectionality approach.</td>
</tr>
<tr>
<td></td>
<td>Sexual Reproductive Health and Rights programming.</td>
<td>Evidence and best practices on disability inclusive delivery of sexual reproductive health product and services.</td>
<td>Twin track approach to inclusive SRHR programming.</td>
</tr>
<tr>
<td></td>
<td>Institutional expertise on Gender and SRHR</td>
<td>Institutional expertise on Disability mainstreaming in programmes.</td>
<td>In house tools techniques and methodologies for inclusive SRHR programming.</td>
</tr>
<tr>
<td><strong>Network and Advocacy</strong></td>
<td>Network of local partners through which children and young people with disabilities can be reached.</td>
<td>Network of local and national Disabled people organizations through which persons, incl. children and young people, with disabilities can be mobilized.</td>
<td>Putting the target group on lead approach in developing and delivery of the SRHR products and services.</td>
</tr>
<tr>
<td></td>
<td>SRHR networks and platforms at International and national level- Equal measures 2030</td>
<td>The 2030 Leave no one behind lobby and advocacy networks and National and international level- Partos Learning Platform, the International Disability and Development Consortium (IDDC) &amp; the Dutch Coalition on Disability and Development (DCDD).</td>
<td>Multi stakeholder approach to inclusive SRHR programming. Joint advocacy campaigns linked to equal measures 2030 and leave no one behind agenda</td>
</tr>
<tr>
<td><strong>Programmatic and Geography overlap</strong></td>
<td>Country offices and existing programmes that would support the implementation of the SRHR programme</td>
<td>Disability Inclusion advisor and resource organizations at country level that would provide the necessary support.</td>
<td>Leverage on available resources from the two agencies during the implementation.</td>
</tr>
<tr>
<td></td>
<td>Insight into local cultural, social and economic dynamics, polices and legislations necessary for successful programme implementation.</td>
<td>Insight into the social, cultural, economic policies and legislations barriers limiting participation of person with disabilities.</td>
<td>Joint insights on potential opportunities to effectively develop a sustainable programme.</td>
</tr>
<tr>
<td><strong>Research and Analysis</strong></td>
<td>Leverage on Plan International investment in Research.</td>
<td>Leverage on LFTW investment in inclusive SRHR and gender research.</td>
<td>Leverage on available research and analysis tools, technics and methodologies.</td>
</tr>
<tr>
<td></td>
<td>Leverage on ICT4D internal tools and processes for research</td>
<td>Leverage on Dynamic/Action learning agenda tools and processes.</td>
<td>Leverage on best practices in generating insights, documentation and sharing.</td>
</tr>
</tbody>
</table>
the target countries, including a focus on SRHR under their action research. They also have an innovative methodology which will be used in the Programme: the Disability Inclusion Lab. The Lab is a social hub where experiments take place and where systemic change is fostered. In this process stakeholders develop practical solutions to overcome the barriers that prevent persons with disabilities from participating equally in development and society.

LftW will make available Disability Inclusion experts at country level and contribute to the MEAL framework to ensure clear reference and compliance and indicators on gender and disability inclusion. Plan Finland and LFTW will develop resources, tools and support during implementation that will lead to ensuring disability inclusive access to SRHR services and fulfilment of rights. We will also develop jointly research and analysis tools and methodology and carry out documentation, learning and sharing of insights, evidence and best practices generated by the programme including cross country learning from Asia and Africa. Some ideas for joint advocacy actions at national and international level have been discussed.

Through the networks of LftW, DPF and existing contacts from Country Office, the program will work closely with Disabled People Organisations within the selected countries. They are often a weak or forgotten member within the civil society movement. Through building their capacity the program aims to strengthen their voice and contribute to a more inclusive movement for girls’ equality. Whilst Plan learns from the expertise from the selected partners, the partners will learn from Plan’s innovative approaches, advocacy, CCCD and gender transformative programming.

CORPORATE PARTNERSHIPS

The CSO Evaluation takes note of the “shared value” approach to corporate partnership by Plan Finland, with the following observation: “in this concept of corporate social responsibility, cooperation by companies is not so much a charitable contribution, but a strategic business choice. If such cooperation between Plan Finland and the private sector can be developed, a larger impact is expected than would be achieved by merely inviting private sector companies to provide charitable donations.”

In the next four years Plan Finland will put particular effort into identifying strategic partnerships and piloting new ways for collaboration. We will seek to identify business-related child (especially girls’) rights impact and we will conduct joint advocacy with other CSOs regarding the importance of understanding and seeing children, especially girls, as a specifically vulnerable group when talking about business-related human rights impacts.

There is enormous potential in engaging with corporates to enhance their social responsibility and sustainability. Our thinking is based on the UN Guiding Principles on Business and Human Rights (UNGPs) which were unanimously endorsed by the UN Human Rights Council in June 2011, supported by governments from all regions of the world. A critical contribution of the UNGPs has been to set out clearly the duties of States and the responsibilities of companies to ensure that businesses operate with respect for human rights. The UNGPs are founded on three pillars:

1) The State duty to protect human rights against abuse by third parties, including business, through appropriate policies, legislation, regulations and adjudication.

2) The corporate responsibility to respect human rights, meaning to act with due diligence to avoid infringing on the rights of others and to address negative impacts with which they are involved.

3) The need for greater access to effective remedy, both judicial and non-judicial, for victims of business-related human rights abuse.

81 ibid., p. 57
OUR STRATEGIC COLLABORATION WITH CORPORATES IS BUILT TO SUPPORT THE HUMAN RIGHTS DUE DILIGENCE

The expectations of business set out in the UNGPs apply to all internationally recognized human rights. At a minimum, this includes The International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. The UNGPs clarify that companies should also pay attention to additional standards addressing the human rights of individuals or groups that may be particularly vulnerable to negative impacts, which include children and the Convention of the Rights of the Child.

Plan International can be seen to have valuable contribution to all three pillars. As an internationally recognised as well as locally respected organization, Plan is in a unique position to become a strong advocate for the implementation of UNGPs, with a specific emphasis on the rights of women and children.

Plan Finland will continue active discussion with the corporate sector in Finland in order to highlight the especially vulnerable situation of women and children in the countries these corporates either operate in or source from (e.g. China, Indonesia and Pakistan). Plan Finland will identify potential private sector partners to pilot innovative multi-sector approaches for identifying and addressing business-related human rights impacts. The experience gained through our collaboration with Kesko (since 2015) has given Plan valuable insight into supply chains and local business engagement and thus will act an inspiration for further collaboration and new partnerships and offer valuable lessons on how to maximize shared value creation with clear benefits to both parties.

Our strategic collaboration with corporates is built to support the Human Rights Due Diligence (HRDD) which is defined by the UNGPs as a four-step process: 1) Human rights impact assessment (HRIA); 2) Integration & action; 3) Tracking responses and 4) Communicating.

An effective way to begin a partnership has proven to be a jointly conducted pre-study on a specific value chain with the aim of identifying geographical overlap with Plan’s programme areas. By focusing on Finnish corporates, we can multiply our impact by having targeted discussion on the HQ-level as well as focus on local operations by building on the expertise of local Plan offices in countries where Finnish corporates either have operations or sourcing from. Asia is clearly the region where most overlap with Finnish corporates is found.

The Finnish Parliamentary Elections in 2019 will offer an interesting and important opportunity to advocate together with other child rights organisations in Finland for stronger regulation in regard business and human rights (especially child rights) and Human Rights Due Diligence in particular. The recently passed laws in France and the Netherlands are promising examples of how regulation is seen crucially important for social responsibility as well as for enhanced respect for human rights. As part of a coalition lead by FairTrade Finland we will be campaigning also for responsible purchasing on municipal level. In the 2018-2021 Programme, Plan Finland’s corporate engagement will:

1. Continue to establish multi-sector partnerships in order to enhance the realisation of child rights also in business operations
2. Pilot innovative approaches in Human Rights Due Diligence, e.g. through community-based grievance mechanisms
3. Advocate strongly with other child-centered organisations in Finland for enhanced regulation in regard business and human rights, especially Human Rights Due Diligence
Executive Summary

Young people constitute one-third of the total population in Ethiopia, and especially girls and young women are the one who suffer from different harmful practices such as child marriage, female genital mutilation and gender based violence and other taboos that holds them back from exercising their rights. High dropout rates of girls especially in secondary education correspond directly with age of marriage, suggesting that once married, adolescents abandon education in favor of domestic duties. This not only limits their social and economic opportunities in future, but it also has substantial negative influences for their SRHR. Harmful practices are deep-rooted traditions in many communities, perpetuated by poverty, lack of education and economic opportunities, and social customs limiting rights of women and girls. These are further complicated by limited access to SRH information, and the poor quality of adolescent and youth friendly SRH information and services. Although there are relatively well-developed legal and policy frameworks addressing HTPs, the problem is lack of due attention and commitment to their full implementation and coordination among different stakeholders. The National Adolescent and Youth Reproductive Health Strategy addresses teenage pregnancy, gender based violence and child marriage. It has been distributed across the country, but it is not prepared to support grass root level implementation, which has limited its scope.

This project seeks to transform the underlying social norms that contribute to harmful practices and empower adolescents to realize their rights to SRH related information, advice and services. Following Plan International’s innovative Champions of Change model, the girls and boys will take an active role in challenging the status quo in their communities, through intergenerational dialogues, peer-to peer-support, awareness raising, and engaging in local level advocacy together with, and as a part of civil society, leading a social movement for girls. In order to shift power relations and change norms in a sustainable way the project will work closely with families, traditional and religious leaders and a whole community for the fulfilment of SRHR of young people. Communities’ awareness on gender equality and the rights of their children will be strengthened, and a strong focus will be on changing attitudes and behaviours where these are detrimental to SRHR. The project will work with civil society, strengthening it by building capacities and uniting different actors to advance SRHR in communities and engage in advocacy to influence policy and practice at regional, woreda and kebele levels. Duty bearers will be supported to fulfil their obligations and improve the adolescent friendly SRH service provision.

The project will be implemented in Amhara, Oromia and SNNPR regional states together with three local partners Hundee, PAdet and KMG all of them having a long experience in working those areas and communities, and partnership with Plan. In Amhara the prevalence of child marriage is among highest in the country. FGM is being carried out across the regions and ethnic groups. It is associated with other harmful practices, and is linked with low female literacy rates, lower status of women, early marriage and poor economic/political opportunities. The estimated prevalence of FGM in girls and women (15-49 years) is 74.3% (Democratic Health Survey 2005). Marriage via abduction is not
uncommon in Ethiopia, especially in the southern parts of the country, which have traditionally had bride price arrangements wherein young men and their families give cattle or money to the family of the bride. The highest estimates of its prevalence is in SNNPR. In all three regions, school attendance is low compared to the enrolment rates. This indicates that after the enrolment children – especially girls – face a number of problems in relation to different harmful practices like child marriage, child labour, and abduction/rape and due to these factors, the attendance in school is much lower than the enrolment rate indicates.

Finland’s Country Strategy for Development Cooperation in Ethiopia (2016-2019) emphasizes equitable access to quality general education for all children giving particular attention to the rights of women and girls, people with disabilities and those living in rural areas. This project is contributing to its outcome 3.2: Access to and equity of general education is increased. This project will reduce the barriers to access and increase the participation of girls to the education by tackling gender equality and harmful practices. Additionally, reduced dropouts due to early pregnancy, and improved attendance of girls in school during menstruation, will complement Finland’s efforts in the Ethiopian education sector.

1. Background

The total population in Ethiopia is currently estimated at 99 million, which makes Ethiopia the second most populous country in Africa. The population is young with 45% of the total population being children less than 15 years old. Despite the progress over the last decade, Ethiopia ranks 109th out of 144 assessed countries in the Global Gender Gap Report (2016), which indicates huge gender disparities. Persistence of adverse cultural norms, practices and traditions as well as patriarchal attitudes and deep-rooted stereotypes regarding roles, responsibilities and identities of women and men in all sphere of lives perpetuate discrimination against women and are reflected in women's disadvantageous and unequal status in many areas in life. Such stereotypes also contribute to the persistence of violence against women, as well as harmful traditional practices (HTP) including child marriage (CM) and female genital mutilation (FGM). While FGM is declining in urban areas, it remains high in rural areas. (CEDAW/C/ETH/CO/6-7) Gender Based Violence (GBV) is also a common and widespread practice. Study conducted by UNICEF (2009) reveals that 81% of children and women in the country have encountered violence.

According to UNFPA's 2012 report, about 20% of girls marry before the age of 15 and 40% marry before their 18th birthday. The poorest, least educated girls living in rural areas are most affected. In some regions, the prevalence of child marriage is higher than the national average. For example, in Amhara, over 50% of young women (20-24 years) are married by the age 18. Child marriage in Ethiopia often marks the beginning of sexual activity and early and frequent childbearing. (UNFPA 2012).

Sexual violence and commercial sex work have become common phenomena among young girls. As a result, they have become primary victims of the HIV&AIDS. In general, young people are at high risk for reproductive health problems. The situation is aggravated by the overall poor socioeconomic environment and harmful practices. Young people have limited access to reproductive health services that focus on the special needs of adolescents. Inadequate knowledge about adolescent sexual behavior, cultural influences, and the limited capacity of implementers hinder the provision of reproductive health education and services to young people (Youth reproductive health in Ethiopia 2002). In terms of RH services, Ethiopia continues to face major challenges including shortages of skilled midwives, weak referral systems, lack of availability of emergency obstetric and neonatal care equipment, under-financing of the service, as well as poor demand for services (Bekele & al 2011).

The transition into adulthood for young people is combined with conflicting and confusing messages about sexuality and gender. They lack the adequate information and preparation on SRH, which leaves them vulnerable to coercion, abuse, exploitation, unintended pregnancies and sexually transmitted infections (STIs) such as HIV. Currently, there are over 25 million learners in the Ethiopian education system (ESDP V 2015). In 2014 there were an estimated 730,000 people living with HIV with one of the highest prevalence rates among the 15-24 year olds (UNAIDS 2014). In this regard, effective Comprehensive Sexuality Education (CSE) plays a role in providing young people with age appropriate, culturally relevant and scientifically accurate knowledge and skills. In most East African countries, including Ethiopia, most formal schools hardly address contents related to CSE due to lack of capacities, traditional attitudes and stereotype mindset of both teachers and education leaders. An estimated 38% of primary and secondary schools provide Life Skills education. (youngpeopletoday.net/ country/ethiopia/). Furthermore, it is taboo or embarrassing for a family to openly discuss about sex and sexuality with children (CRSA Plan
Net enrolment rates for primary education have seen an increase over the last decade as Ethiopia has made significant steps in universal primary education. The gender parity index illustrates a gender bias in education, which increases by education level. Primary attendance and enrolment is high, however, this is not the case with secondary attendance. (http://youngpeopletoday.net/country/ethiopia/). Social and religious norms, traditional gender roles and HTPs are major barriers for the education of girls. High dropout rates and low retention and completion rates for girls at the primary level seriously impact their enrolment at the secondary level and the limited access of poor girls and girls with disabilities to education due to economic and sociocultural barriers such as indirect costs of schooling, unfavorable attitudes by male students and teaching staff, verbal and physical abuse and harassment and long distances to schools. (CEDAW/C/ETH/CO/6-7).

Policy framework: The constitution of the Federal Democratic Republic of Ethiopia (1995), which considers signed and ratified international agreements (such as CRC and CEDAW) as integral parts, forms the basis for all legal provisions. The constitution gives equal rights for women and children including their right to consent to enter in to marriage and prohibits HTPs that affect the physical and psychological well being of women and children. In 2000, the Family Code raised the legal age of marriage from 15 to 18. The criminal code was revised in 2005 to punish the crimes of abduction, rape and other forms of sexual assaults to make FGM/C illegal and to address domestic violence to some degree. The policy of Ethiopian Women (FDRE 1993) has created an enabling environment for the promotion of gender equality. The policy places special emphasis on issues of equality and equity, as well as elimination of all forms of discrimination against women. A number of other policies and plans including the National Adolescent & Youth Health Strategic Plan (2016-2020), which is an expression of the commitment of the Government to improve the reproductive health status of young Ethiopians addressing the concerns of youth, between the ages of 15 and 29, and different intervention strategies implemented at various levels have given a great attention to the wellbeing of children and women in general and to the most vulnerable groups in particular. (CRSA Plan Ethiopia 2016).

In September 2013, Ethiopia launched a National Alliance to end child marriage and FGM/C and in August 2013 launched the National Strategy and Action Plan on HTP against Women and Children in Ethiopia (MoWCYA 2013). The overall objective of the strategy is to institutionalize national, regional and grassroots mechanisms by creating an enabling environment for the prevention and abandonment of all forms of HTPs, and to ensure multi-sectoral mechanisms are available to support women and children through prevention, protection and responsive services.

In December 2013, Ministers of Education and Health from twenty Eastern and Southern African countries affirmed and endorsed their joint commitment to deliver CSE and SRH services for young people. As a result of Ethiopia's engagement in the commitment, the UNESCO Addis Ababa Education sector with its partners are providing support to Government through a pilot project to achieve the targets focusing on coordination, capacity, curriculum development, and policy environment. The development of a draft CSE guideline for Ethiopia was submitted to the Ministry of Education in 2015 and UNESCO together with other agencies have supported the preparation of the national CSE plan. (UNESCO Addis Ababa liaison office: Comprehensive Sexuality Education).

Currently government has enacted ChSA (Charities and Societies Agency) legislation, which prohibits Ethiopian resident and International NGOs to work on human rights, democracy, gender equality, child rights, rights of persons with disabilities related issues as well as on political advocacy and influencing. These are reserved only to local civic organizations that depend on membership contributions rather than foreign aid. It provides strict penalties for any violation of the law. Due to this, many organizations have made changes in their objectives, areas of operation and strategies (CSO Taskforce 2011: User’s Manual for the Charities and Societies Law). This has effectively cut off funding and stopped many Ethiopian NGOs working on human rights issues including gender equality.

Lessons learnt from previous work include:

- Regular and systematic community conversations can be the most viable health education and promotion platform, if supported and closely monitored by health workers (HWs) and health extension workers (HEWs).
- Community awareness and capacity development through community conversations and intergenerational community dialogues to erode the age long tradition of HTPs have found to be the best approach to promote the rights of girls and young women.
– Active participation of children themselves in the project implementation have a positive impact on addressing the issues of FGM, CM and other concerns of children and girls.  
– Projects should include aspects of women’s economic empowerment as women’s economical self-reliant is a contributing factor for elimination of HTP, GBV and gender inequality. For example, VSLA is one appropriate, relevant and workable strategy for livelihood promotion, creating mutual support and solidarity among the marginalized community members. It can serve as economic empowerment for women and reinforce and complement the fight against HTPs. Economically empowered young girls are more resilient to push back any kind of abuse against their best interest at the same time their school dropout rates are significantly reduced.  
– Introducing locally made menstrual hygiene kit has had a positive impact for girls to stay in school and significantly decreased girl’s school dropout.

Specific expertise and experience of Plan on project themes and in gender transformative programmes: Since Plan Ethiopia launched its programme in Ethiopia in 1995 various interventions that promote rights of children and equality for girls and young women have been implemented in different regions. In these interventions, many young girls have been able to voice their concerns and being able to influence decision makers at different levels. Plan in collaboration with the regional parliaments have organized consultative meetings to fight against FGM, CM and other HTPs and get their commitments to improve the protection of children and especially girls. In recent years, Plan has developed SRHR projects with different National Offices to empower girls, transfer unequal power relations and enable young girls to have a say on their lives and bodies in a country where FGM is a norm. Currently, in our project areas young girls are able to say “NO” for FGM and have established their own un-cut girls’ clubs that are able to shake the norms in favor of these practices. Plan Finland has supported the work addressing gender equality and HTPs with MFA and EU funding as well as jointly with UN Women. Plan’s because I am A Girl –project implemented in the region of Oromia together with Hundee has selected as one of the few good examples on addressing CM successfully in the joint assessment by UNICEF and ODI (Overseas Development Institute) in 2016 and presented by UNICEF in the national HTP forum acknowledging Plan’s work on the issue.

2. Context and stakeholder analysis
Summary of the situation analysis: Despite the lack of reliable and up to date data on prevalence of different HTPs, the available evidence indicates that FGM, CM and abduction for marriage constitute the most prevalent forms of violence against women and girls that adversely affect millions of them. The extent and prevalence varies from region to region. According to the DHS (Demographic and Health Survey) 2011, 63% of girls are married by age 18, compared with 14% of boys. The median age at first marriage is 16.5 for women aged 25–49. 41% and 16% of women aged 20-24 got married before the age of 18 and 15 respectively (ICRW 2014). One of the highest prevalence rate for CM is in Amhara, where the median age is also lowest (14.7 years). The below picture (UNFPA 2012) presents the prevalence of CM in different regions and how it has declined from 2005 to 2011.
Despite the progress, also FGM remains a serious concern in Ethiopia and has affected 23.8 million women and girls, making it the second highest country in Africa by affected numbers. This is due to the fact that FGM is being carried out across the majority of regions and ethnic groups. It is associated with other harmful practices, and is linked with low female literacy rates, lower status of women, early marriage and poor economic/political opportunities. Most families whose girls have FGM do so because those around them sustain and promote the practice. Important influencers such as parents, grandparents, community leaders and in some cases religious leaders support FGM and it is intertwined with social acceptability, marriageability and beliefs about what is normal and healthy. The estimated prevalence of FGM in girls and women (15-49 years) is 74.3%. In the north, FGM tends to be carried out straight after birth whereas in the south, where FGM is more closely associated with marriage, it is performed later. The prevalence of FGM decreases with the level of a woman's education.

According to the DHS 2000 & 2005 and Welfare Monitoring Survey 2011, the prevalence of FGM/C in girls aged 0-14 years in Plan operating regions are as follows:

<table>
<thead>
<tr>
<th>Region</th>
<th>2000 (DHS)</th>
<th>2005 (DHS)</th>
<th>2011 (WMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amhara</td>
<td>78.5</td>
<td>56.8</td>
<td>47.2</td>
</tr>
<tr>
<td>Oromia</td>
<td>43.2</td>
<td>34.9</td>
<td>17.3</td>
</tr>
<tr>
<td>SNNPR</td>
<td>37.0</td>
<td>23.5</td>
<td>9.4</td>
</tr>
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</table>

Marriage via abduction is not uncommon in Ethiopia, especially in the southern parts of the country, which have traditionally had bride price arrangements wherein young men and their families give cattle or money to the family of the bride. In 2005, it was estimated that the prevalence of marriage by abduction is 80% in Oromia and as high as 92% in SNNPR with a national average being 69% (National Committee on Traditional Practices of Ethiopia, NCTPE, based on the information by UNICEF 2004/2005). More recent data available found that nearly 13% of their sample of married 12-24-year-old girls in SNNPR and 4.4% in Oromia had been abducted (Ethiopia Young Adult Survey 2010). Adolescent girls are particularly vulnerable to abduction on their way to and from school and the fear of abduction may cause also girls to drop out of school.

The DHS indicates that there are some differences in the proportion of boys and girls attending school. Between ages 7-10, the proportion of girls attending to school is somewhat higher than the proportion of boys, while from ages 11-24 the proportion of boys attending school is higher than the proportion of girls. In Amhara, education attendance is very low for girls: 38% of girls aged 10 to 19 have attended school. Girls attend to school on average only for 3.7 years and among those who attended only 7% completed the 8 years of education. In SNNPR, there is considerable disparity in the primary and post primary education, which is coupled with the low access ratio especially at the second cycle of the primary education (52% in 2013). According to the SNNPR Education Bureau girls' gross enrolment rate for the secondary school was 10.3% (boys 12.8%) in 2016. According to UNESCO 2013/2014, report girls' primary education enrolment rate in Oromia is 80.9% compared to the boys 88.5%. In all three regions, the attendance in school is low compared to the enrolment rate. This indicates that the enrolment is not a guarantee for girls and boys to stay or attend school rather after enrolment children faces a number of problems in relation with different child protection concerns like child marriage, child labour, and abduction/rape and due to these factors the attendance in school is much lower than the enrolment rate indicates.

Summary of key sector policies: The available policies, strategies and plans fail to adequately address the problems in relation to gender equality, SRHR and HTPs. This is not because of not having policies and legislation in place rather poor implementation practices related with lack of human power and insufficient resources to push forward the issues. The continuation of many harmful practices shows the difficulties in enforcement of these laws. The awareness of laws, policies and national plans among government officials and the capacity to implement are very limited. On the other hand, citizens do not know the existing policies, strategies and plans. There are many reasons: lack of standardized national operational tools on specific issues, lack of reliable data on prevalence of problems affecting children and especially girls and consequently limiting gender responsive analysis, reporting, planning, decision-making, programming and the allocation of resources. Moreover, there is lack of established responsibility and accountability systems at all levels including absence of reporting system among government and non-government actors working on women's rights and lack of national awareness creation strategy for promotion and protection of rights of women and children.
Other projects and coordination arrangements:
Even if the Civil Society law in Ethiopia is very restrictive to work on human rights issues, Plan is using a systematic approach to address these issues by taking active role in government and civil society initiatives. Plan is a core member of the following networks: National Child Marriage Alliance, Child Protection Working Group both in Development and in Emergency, Inter Agency network, Education Working groups and British INGOs working on FGM, CM and other HTPs. Similarly, Plan is also taking an active role in regional initiatives taken by regional governments of Amhara, SNNPR and Oromia. For instance, in Amhara, Plan is leading the CSO coordination network and in SNNPR supporting closely the regional government in organizing consultative meetings on HTPs.

Added value of Plan in the country: Plan has been working with children and communities for the last 25 years in different thematic areas like child protection, education, wash, health, economic strengthening and developed partnerships and collaboration with the Ethiopian government, non-governmental organizations, civil societies and UN agencies. Based on long experience of working in the area of child protection, gender equality and SRHR in Ethiopia and globally, Plan can support the implementing partners by sharing the knowledge and experiences to complement each other. Plan has a strong experience and recognition in the country. Plan has developed good working relations with different government ministries like Ministry of Women, Children and Youth Affairs, Ministry of Education and Ministry of Justice and by using these good relationships, we can support our partners to link with the ministries and regional movements to benefit from their support. In addition, Plan International has an African Union Liaison Office in Addis Ababa that has a mandate to work with the African Union on the issues related to children and youth. Therefore, Plan can facilitate these platforms for our partners to be familiar with the different national and regional agendas in relation to gender equality and SRHR that will have a positive influence to the project. Similarly, Plan is a key player of government initiative to end child marriage by 2025. Plan is highly represented in the policy dialogue on issues related to child protection and HTPs in government ministries and at the same time, local partners are highly engaged working at grass root level and by combining both Plan and local partners’ competencies, we can achieve our goal in a sustainable way.

The local partners in the project have a long experience in working in the woredas and kebeles selected to be part of the project. They bring their local knowledge and experience for the project. Hundee is a national non-governmental humanitarian organization established 1995, which has a long presence in the region of Oromia and well established grass root knowledge. Hundee has been working with communities having long traditions and culture and has been able to change traditional attitudes and HTPs that expose children for abuse, neglect and exploitation through its well-known methodologies of intergenerational dialogues. KMG is a national non-governmental humanitarian organization established in 1997 having a huge experience working for the elimination of FGM in the Southern Region. KMG has a good relationship with the government at different levels, because of their contribution for the fight against FGM and by their well-known expertise in facilitating CCC (Community Care Coalitions). PADet is an Ethiopian Resident Charity and its core programme areas include SRHR, HIV&AIDS, food security and child development. PADet has a long presence in Amhara region with good experience of making the young girls economically resilient by introducing locally available income generating activities. Through the application of Aflatoum (social & financial education) methodologies PADet has been able to make thousands of young girls economically empowered.

Short description of the project formulation process: In order to come up with this project proposal various steps at three levels (local partners, children and communities) have been taken into account. First, a one-day consultative workshop with local partners was conducted and they reflected their experiences, lessons and challenges in the existing project and other experiences that they have engaged with other donors. Similarly, they pointed out suggestions and related ideas for the upcoming project. In the similar fashion, consultative meetings with children, communities and local government were conducted and concerns of children and communities have been taken into account. Those concentrated mainly around IGAs as crucial ways to protect children from CM and other HTPs.
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<tr>
<th>Stakeholder analysis</th>
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<tr>
<td><strong>Stakeholder</strong></td>
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<tr>
<td>Ministry of Women, Children &amp; Youth Affairs (MoWCYA)</td>
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<tr>
<td>Ministry of Education (MoE)</td>
</tr>
<tr>
<td>Ministry of Health (MoH)</td>
</tr>
<tr>
<td>Ministry of Justice (MoJ)</td>
</tr>
<tr>
<td>CSOs (CBOs, IDDIRS, FICHEE Groups, Village Saving and Loan associations).</td>
</tr>
<tr>
<td>CSO networks</td>
</tr>
<tr>
<td>Traditional and religious leaders</td>
</tr>
<tr>
<td>Community Care Coalition</td>
</tr>
<tr>
<td>Media</td>
</tr>
<tr>
<td>Health Workers (HWs) and Health Extension Workers (HEWs)</td>
</tr>
<tr>
<td>Children and adolescents Rights-holders</td>
</tr>
</tbody>
</table>
Project Description

Through this gender transformative project, Plan seeks to transform the underlying social norms that contribute to harmful practices and empower youth to realize their rights to SRH related information, advice and services. The project will work with girls and boys, families and communities, civil society and duty bearers for the fulfilment of SRHR of young people aged from 10 to 19. The project will challenge gender inequality and social norms, including HTPs and GBV. It will include ensuring accessible comprehensive sexual education to gain knowledge, exploring values and attitudes, and developing the skills the adolescents need to make conscious, healthy and respectful choices about relationships and sexuality. Communities’ awareness on gender equality and the rights of their children will be increased, and a strong focus will be on changing attitudes and behaviours where these are detrimental to SRHR. The project will work with civil society, strengthening it by building capacities and uniting different actors to advance SRHR in communities and engage in advocacy to influence policy and practice at regional, woreda and kebele levels. Duty bearers will be supported to fulfil their obligations and improve the SRH service provision.

The project’s impact goal is: Girls and young women in Amhara, Oromia and SNNPR regions become more assertive to decide and control over their lives & bodies. This impact goal will be achieved through four outcomes:

1. Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviours needed to make autonomous and healthy decisions to realise their SRHR rights
2. Parents, traditional and religious leaders and other community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them
3. Civil society actors are increasingly engaged and mobilise others for gender equality and realisation of adolescents’ SRH rights
4. Government duty bearers improved policy implementation and quality service provision to realize adolescent's SRH rights

Through these outcomes, adolescent girls have become more resilient and assertive to decide on their own bodies and are free to talk about their SRH rights. They have developed increased confidence and appropriate attitudes to enable them to claim their rights and will have an improved access to information and services relating to their SRH. At the same time, peers, parents and traditional and religious leaders have been supported to better understand girls’ rights to such services. Peers, parents and traditional and religious leaders have engaged in actions that demonstrate values of gender equality and do not tolerate gender based violence including HTPs. Young girls and parents have become economically resilient and do not need to expose young girls for GBV and other HTPs due to economic reasons. CSOs and CBOs are supported to engage in advocacy actions in support of adolescent SRHR and the right to be free from violence. Government, local authorities and service providers’ commitment and capacities have increased to implement existing laws and legislation to provide youth friendly SRH services at different levels.

Scope of the project: The project will be implemented in six woredas (districts) in three regions (Amhara, Oromia and SNNPR) and in 157 kebeles (smallest administrative unit consisting of around 3500-5000 persons).

Value-added elements of this project and complementarity to what others are doing: In Ethiopia some NGOs like Family Guidance association of Ethiopia (FGAE), African Medical and Research Foundation (AMREF) and some local NGOs are doing their best to promote SRH like awareness raising and organizing events to teach about adolescent sexual and reproductive health. However, the collaboration and coordination of NGOs that are working in SRHR is too weak to bring lasting solutions. Hence, in this new project under the outcome 3 we have designed activities to scale up partnerships, networking and collaboration among CSOs that are working on SRHR. These activities will have an added value to the existing initiatives to speed up the results towards the realization of SRHR for young people. At the same time, other efforts in the areas of SRHR will have a positive input for this project to learn a lesson from their success and failures and during the project implementation, the one can complement the other towards ensuring the overall impact of the project at national level.
Results and key strategies

The project aims to ensure that girls and young women in Amhara, Oromia and SNNPR become more assertive to decide and control over their lives & bodies. The four outcomes are each related to different actors. The outcomes, the related outputs and strategies are explained below.

**Outcome 1:** Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviours needed to make autonomous and healthy decisions to realize their SRH rights. The outputs related to this outcome are:

- Age appropriate knowledge, skills and confidence building related to SRHR and harmful practices supported for adolescent girls and boys
- Peer to peer support for in and out of schools for the fulfilment of SRHR and violence prevention established
- Menstrual hygiene management supported

Girls’ resilient behaviour will be supported through various interventions and well-articulated and age appropriate capacity training schemes by developing a training manual that contextualizes the local context and takes into account the culture and the norms of the communities. Once this kind of youth and user-friendly training material is developed, periodical capacity building will be conducted to change the attitudes, knowledge and practice of youth to become more assertive about their SRHS. A key approach for working with the adolescents will be Plan International’s Champions of Change model, an intensive programme engaging girls and boys in critical reflections on gender dynamics. The programme supports girls in building their skills and capacities in their process towards empowerment, and contributes to developing a real understanding amongst adolescents about the impact of their cultural, social, and personal contexts for changes in norms, attitudes, and behaviours. The participants will carry out outreach activities in their communities and beyond, provide peer-to-peer support, and participate in project activities under other outcomes. Younger children and out of school girls will be reached through different clubs that will be established. Besides these, different events will be organized to encourage children to have a peer-to-peer dialogue on issues like FGM, CM, SRHR, education and other locally specific concerns that will enable them to claim their rights by influencing the existing social and political system towards their best interest.

In Ethiopia, the existing health centres are not providing services as much as expected. This is mainly because of families do not have enough knowledge about the health centers’ roles and responsibilities of providing services in relation to SRH. Therefore, this project will closely work with health extension workers for mass mobilization to raise awareness of communities on the youth friendly adolescent SRH services provided by health centres and will focus on access, information, and referral linkages that allow families to get SRH services from the health posts. The families will be engaged in recurrent dialogues about SRHR, together with traditional and religious leaders, community health extension workers, child protection committees and other relevant individuals, together with the Champions of Change participants and

One of the major SRH problem for rural girls is menstrual hygiene management (MHM), which has a negative influence on girl’s school dropout. Hence, in order to achieve this outcome, the project supports and promotes the local level entrepreneurs and youth groups for the production and marketing of affordable and reusable sanitary pads. Further, the project will create linkage with the sanitary pad users, schools, communities and government. Girls’ Score Cards - an innovative approach - supported by technology (smartphones) will be introduced for young girls. Girls in target schools will develop girl-led indicators that they can measure to assess the situation in their own environment. This approach helps girls to voice their concerns to school leaders and other policy makers at the local level.

**Outcome 2:** Parents, traditional and religious leaders and other community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them. The outputs related to this outcome are:

- Parents, religious and traditional leaders’ and community members’ awareness raising carried out for understanding of SRHR, GBV & harmful practices
- Local communities in project areas are engaged in reinforcing positive social norms and change harmful ones to be more protective, supportive and empowering to girls and young women
- Resilience building initiatives introduced and incorporated to support and address social and economic concerns of girls and their families
other adolescents. Promotion of free discussion between children and parents on SRH will break taboos. Economic resilience of the adolescents and their families will be supported by setting up Village Savings and Loans Associations with income generating activities such as production and sale of reusable menstrual pads. IGAs will be targeted both to parents and out of school girls. VSLAs will receive trainings on SRHR, gender equality and HTPs to make them active community mobilizers in promoting gender equality.

In countries were cultural and religious issues are influential, involving religious and traditional leaders in any intervention is a key for wider impact and therefore, in this project these gatekeepers are targeted to become agents of change towards ensuring gender equality and SRHR for adolescents.

**Outcome 3:** Civil society actors are increasingly engaged and mobilize others for gender equality and realization of adolescent's SRH rights. The outputs related to this outcome are:

- Implementing partner CSOs organizational capacities developed
- CS led actions initiated and supported to influence and advocate for SRHR issues at different levels
- Girls’ and boys’ engagement in CS actions to advance gender equality and adolescent-friendly SRH services established

Engaging and strengthening the capacity of civil society actors, not only formal CSOs but also informal, community based organizations, will be crucial in building a social movement to support SRHR of girls and boys. Cooperation among different actors will lead to improved local dissemination of laws and policies around SRHR, and will be important for collecting evidence-based information on SRH issues to be used by key actors for advocacy. The Champions of Change participants will be involved in this work, to ensure that the voices of the adolescents themselves are heard. The Ethiopian government has established youth centres run by youth associations in many parts of the country that provide services for the youth in different ways. In this project, we will target these youth centres as an entry point to promote SRHR and gender equality and using the facility to organize events and encourage more girls to come and use the services.

A rapid assessment of CSOs to know who works on what will be done and once identified the roles a network of CSO will be established at different levels. There are also other stakeholders both governmental and non-governmental organizations that are working on SRH issues, hence, Plan that has a good reputation with government and other civil society organizations, will take a leading role of establishing a regional level network of stakeholders working on SRHR like women's associations, family planning institutions, youth associations and local NGOs. This effort will create a synergy to influence the government to consider mainstreaming the issue of SRHR in service provision and policies up to curriculum development to include CSE.

**Outcome 4:** Government duty bearers improved policy implementation and quality service provision to realize adolescent’s SRH rights. The outputs related to this outcome are:

- Government, local authorities and service providers’ capacities to provide adolescent friendly SRH services supported
- Actions for improving SRHR relevant policy

Working with the government duty bearers is important to achieve this outcome and to contribute the overall goal of the project. Many of the staff in key ministries are not well aware of the country’s commitments for different conventions and even country laws for children rights and gender equality are less known. In the project, main government stakeholders’ capacities in relation with country and international laws will be built to ensure quality services and improved policy implementation. One of the major gaps to ensure gender equality is that there is no reliable data on the different incidents against girls; hence, in this project data collection and incident reporting through law enforcement bodies will be encouraged. Based on the incident reporting and data an annual meeting for major government stakeholders will be organized to create a platform to push the duty bearers to develop action plan to address the issues. Throughout the project period, law-enforcing bodies (court, judges, and police) will be assisted to follow up the case and to address the issues.

Key local actors in SRHR issues and elimination of HTPs and GBV, including teachers, health professionals, health extension workers, and government officers at local level, community leaders, and other relevant stakeholders will be trained. The project will work within current mechanisms, such as community-based child protection mechanisms, health extension workers' outreach programme and schools in the project areas to promote the quality and provision of youth-friendly services on SRH.
In Ethiopia, one of the encouraging factors for GBV like CM is the absence of girl’s birth registration documents and no one knows the exact age of girls exposing them to be married below the age of 18. Hence, in this project the government initiative of Vital Events Registration (birth registration) will be promoted and supported by sharing Plan International experience of digital birth registration. Similarly, throughout the project period policy transparency and awareness creation on child friendly laws and policies like the family law, UNCRC, ACRWC, the National Youth Health Strategy and CSE will be promoted and encouraged by using medias, events and publications.

**Key milestones for project implementation**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>Baseline survey completed</td>
<td>June 2018</td>
</tr>
<tr>
<td>M&amp;E system designed</td>
<td>Jan – July 2018</td>
</tr>
<tr>
<td>Partnership agreements signed</td>
<td>Jan – Mar 2018</td>
</tr>
<tr>
<td>Gender trainings for Plan, partners and other key stakeholders organized</td>
<td>April – Aug 2018</td>
</tr>
<tr>
<td>CSO/CBO capacity gap assessment undertaken and capacity development plan</td>
<td>Jan – June 2018</td>
</tr>
<tr>
<td>Start-up workshop held</td>
<td>April 2018</td>
</tr>
<tr>
<td>Capacity building of HEWs on quality provision of SHR services and gender</td>
<td>July 2018 onwards</td>
</tr>
<tr>
<td>equality started</td>
<td></td>
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<tr>
<td>Implementation of Champions of Change started</td>
<td>Oct 2018 onwards</td>
</tr>
<tr>
<td>Awareness raising and promotion of community-led actions through continuous</td>
<td>July 2018 onwards</td>
</tr>
<tr>
<td>and structured community conversations and intergenerational dialogues</td>
<td></td>
</tr>
<tr>
<td>started</td>
<td></td>
</tr>
<tr>
<td>Service mapping and gap analysis on SRH service providers conducted</td>
<td>Jul - Aug 2018</td>
</tr>
<tr>
<td>Trainings on resilience building to Plan, partners and Govt officials</td>
<td>Nov 2018</td>
</tr>
<tr>
<td>conducted</td>
<td></td>
</tr>
<tr>
<td>Influencing and advocacy based on the identified gaps by girls led</td>
<td>quarter 4 in 2018/2020</td>
</tr>
<tr>
<td>indicators/scorecards</td>
<td></td>
</tr>
<tr>
<td>Risk mapping, community asset and capacity mapping undertaken and</td>
<td>Apr 2019</td>
</tr>
<tr>
<td>interventions designed</td>
<td></td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>Oct- Dec 2019</td>
</tr>
<tr>
<td>Final evaluation</td>
<td>Oct- Dec 2021</td>
</tr>
</tbody>
</table>
Summary of risks and risk responses

- The Charities and Societies Agency regulation: networking with similar civil society organizations, properly learn emerging dynamics in the sector and align programs with the CSO legislation, work with CSOs which have better leverage to influence the govt such as women’s and youth associations and customizing of sensitive words.
- Limited interest of civil society organizations to join interventions that focus on advocacy and lobbying: design and apply innovative and appealing advocacy and lobbying strategies.
- Staff turnover and continuous reshuffling at the govt offices where we work with: maintain agreement based working r/ship and establish MoU on the planned strategies and interventions.
- Partner staff turnover: develop staff retention mechanism and immediate replacement in time of resignation; strengthen documentation to improve the smooth transition.
- Environmental hazards like droughts: project will contribute to improved resilience at district and community level.

Implementation arrangements

The project will be implemented in six woredas in three regions (Amhara, Oromia & SNNPR). Three of them will be managed by Plan and three by partners (Hundee, PAdet & KMG). One of the main reason for Plan implementing in three woredas is the nature of the project being highly inclined to lobbying and advocacy. In this regard, Plan has strong experience and recognition in Ethiopia by leading different campaigns. In addition, based on long experience of Plan working in the area of child protection and girls’ empowerment, Plan can support the local partners and complement each other to achieve sustainable results. Each partner will develop their own implementation strategy showing how they will carry out the project and will be responsible for the entire grant management, project implementation and reporting. Even if partners are implementing the project in their own locations there will be bi-annual joint project review meetings among partners and Plan to share experiences, best practices and draw lessons for the future. Plan and partners will also develop a strategy and joint annual work plan in which coordination and alignment with other stakeholders is ensured in the area of advocacy and lobbying. As the government is a key responsible body to ensure the protection and rights of children in the country Plan and local partners will coordinate and cooperate with different government offices like Ministry of Women, Children & Youth Affairs, and Ministry of Justice for avoiding duplication of efforts. Plan being a part of different working groups like child protection working groups and FGM alliance the project good practices and lessons will be presented in these platforms for wider reach and coordination.

Plan in collaboration with local partners has done capacity assessments that show areas the partners need support. The capacity gaps that have been identified include for example project design, DRR risk mapping, financial management, resource mobilization and proposal writing among the most crucial ones. Based on the findings Plan will draft a capacity building plan together with partners to address those. In addition, in outcome three various capacity building activities have been designed for CSOs and other CBOs related to advocacy and lobbying. Capacity building will be carried out by Plan staff in close collaboration with Plan Regional and National Offices.

Transparency and feedback mechanisms with stakeholders and communities: During the project period, there will be quarterly review meetings between Plan and implementing partners, community representatives and government. In these forums various issues, feedback and lessons will flow. Based on the feedback Plan and local partners will analyze the situation and plan how to address the issues of concerns. Besides this Plan is a member of big consortiums at national level like child marriage alliance, girls’ advocacy alliance and these platforms will be used to share information related to the project to wider audience.
## Work Plan

### OUTCOME 1

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Output</th>
<th>Lead</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainings for girls and boys on SRHR: experience sharing and learning events among girls’ groups and clubs; support child-led actions and structures in target schools; establish/strengthen girls’ advisory boards in target schools; support girls’ clubs in 150 schools to use girls’ scorecards.</td>
<td>Apr 18–Sept 21</td>
<td>Improved understanding, skills and confidence of adolescents on SRHR and protection themselves from violence.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>Schools</td>
</tr>
<tr>
<td>Adapting a training manual on life skills/Champions of Change; assigning 12 facilitators to organize five youth groups each making 60 CoC groups; conducting trainings by using CoC model; organize peer-to-peer dialogue.</td>
<td>July 18–Sept 21</td>
<td>Peer to peer support for in and out of school children established supporting the improved understanding and skills of adolescents to make informed decisions on their SRH.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>Schools</td>
</tr>
<tr>
<td>Awareness raising on menstruation and MHM; trainings by using existing MHM manual; provision of materials to produce localized dignity kits; facilitate peer to peer education and dialogue forums on menstruation and MHM.</td>
<td>Oct 18–Jun 21</td>
<td>Increased awareness and understanding on MHM and improved availability of locally produced sanitary pads and dignity kits.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>Schools, health centres</td>
</tr>
</tbody>
</table>

### OUTCOME 2

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Output</th>
<th>Lead</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainings for parents and community members on SRHR, access to SRH services and referral linkages; trainings on positive parenting skills; dissemination of media messages, awareness raising and promotion of community-led actions through continuous and structured community conversations and intergenerational dialogues.</td>
<td>Apr 18–Oct 21</td>
<td>Increased understanding of families, communities and religious and traditional leaders’ to support adolescents’ SRHR and prevent GBV and HTPs. Especially the engagement of men and boys is strengthened.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>Health centers, MoWCYA</td>
</tr>
<tr>
<td>Trainings on resilience building; support vulnerable adolescent girls in IGAs; strengthen VSLA groups and provide training; annual discussion forums at regional level on disaster risks, risk management and children &amp; girls vulnerability; undertake risk mapping, community asset and capacity mapping and design interventional.</td>
<td>July 18–Sept 21</td>
<td>Increased understanding and economic opportunities to support girls SRHR and education; strengthened resilience by families and communities.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>MoWCYA, medias, schools</td>
</tr>
</tbody>
</table>

### OUTCOME 3

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Output</th>
<th>Lead</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building for Plan, partners and other stakeholders; organize discussion forums for CSO’s on gender equality; strengthen the collaboration of community activist groups/change agents; create a network with woreda, zonal and regional level initiatives.</td>
<td>Apr 18–Oct 21</td>
<td>Improved capacities and commitment of CSOs and CBOs to promote gender equality and prevent GBV and HTPs.</td>
<td>Plan</td>
<td>MoWCYA, medias, schools</td>
</tr>
<tr>
<td>Support CSO/CBO participation in influencing government on policies; undertake CSO/CBO capacity gap assessment; design capacity development plan; consultative meetings for CSO/ CBO leaders with police and judges (law enforcement bodies); strengthen referral system/coordination mechanisms at kebele level with CBOs; support the existing youth centers to promote quality ASRH services.</td>
<td>July 18–Oct 21</td>
<td>Collaboration and coordination b/n CSOs, CBOs, and authorities improved; provision of SRH services improved.</td>
<td>Plan</td>
<td>CRDA (Christian Relief Development Association)</td>
</tr>
<tr>
<td>Capacity building for CSOs on advocacy; provide support for CSOs to influence the existing policies related with girls’ rights and gender equality; establish regional level adolescent’s SRH service provision network; create platforms for adolescents to engage with CBO actions.</td>
<td>July 18–Mar 21</td>
<td>Advocacy campaigns organized jointly by CSOs; girls and boys’ engagement in CS actions established and their input taken into account.</td>
<td>Plan</td>
<td>MoWCYA</td>
</tr>
</tbody>
</table>

### OUTCOME 4

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Output</th>
<th>Lead</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support government partners in undertaking capacity gaps assessments; conduct capacity building; support government in undertaking policy gaps assessment and enforcement of laws; assist the regional, zonal and woreda level law enforcing bodies to follow up the implementation of laws.</td>
<td>July 18–Oct 21</td>
<td>Capacities of relevant state institutions in implementing existing policies improved.</td>
<td>Plan, Hundee, KMG and PAdet</td>
<td>MoWCYA, Ministry of Justice</td>
</tr>
<tr>
<td>Conduct service mapping and gap analysis on SRH service providers; strengthen coordination system of multi-stakeholders and formal complementary service providers; provide services for GBV survivors; build capacity and skills of woreda level health experts and local level HEWs, health development army and teachers on quality provision of SRH services.</td>
<td>July 18–Sept 21</td>
<td>Quality and provision of SRH services and information improved.</td>
<td>Hundee, KMG, PAdet &amp; Plan</td>
<td>Ministry of Health, health centers, health posts</td>
</tr>
<tr>
<td>Support government initiatives like Vital Events Registration/Birth Registration.</td>
<td>Oct 18–Oct 21</td>
<td>Policy transparency and awareness on existing policies improved.</td>
<td>Plan</td>
<td>VERA</td>
</tr>
</tbody>
</table>
**Budget**

<table>
<thead>
<tr>
<th>Direct programme costs:</th>
<th>Euros</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme activities</td>
<td>1 524 159</td>
<td>44 %</td>
</tr>
<tr>
<td>Human resources</td>
<td>1 158 279</td>
<td>34 %</td>
</tr>
<tr>
<td>Travel &amp; transportation</td>
<td>139 110</td>
<td>4 %</td>
</tr>
<tr>
<td>Equipment &amp; supplies</td>
<td>102 299</td>
<td>3 %</td>
</tr>
<tr>
<td>M&amp;E &amp; audits</td>
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<td>1.6 %</td>
</tr>
<tr>
<td>Knowledge, research &amp; ICT4D</td>
<td>47 978</td>
<td>1.4 %</td>
</tr>
<tr>
<td><strong>Total direct programme costs</strong></td>
<td><strong>3 026 896</strong></td>
<td><strong>88 %</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Apportioned costs:</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td>243 298</td>
<td>7 %</td>
</tr>
<tr>
<td>Office costs</td>
<td>120 098</td>
<td>3.5 %</td>
</tr>
<tr>
<td>Equipment &amp; supplies</td>
<td>46 709</td>
<td>1.5 %</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0 %</td>
</tr>
<tr>
<td><strong>Total apportioned</strong></td>
<td><strong>410 104</strong></td>
<td><strong>12 %</strong></td>
</tr>
<tr>
<td>Contingency 7%</td>
<td>0</td>
<td>0 %</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td><strong>3 437 000</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>

**Monitoring, reporting, evaluation and learning**

The baseline study, monitoring, reviews and evaluations will be done according to the cycle of the overall programme. For the regular monitoring the digital data collection tool will be introduced and used with the support of Plan Finland. Children and communities will participate in project monitoring and evaluation processes systematically. In order to learn a lesson, analyze how our strategies work and for the appropriate action to be taken quarterly review meetings among Plan, implementing partners, government and other stakeholders will be conducted. There are plans to conduct a research study on child marriage and children with disabilities in the Ethiopian context in the last quarter of 2017. This study will give us more insights and understanding on this issue and guide our project interventions and advocacy efforts in relation to children and especially girls with disabilities.

**Sustainability**

The project is working closely with duty bearers at all levels from the grassroots to higher government ministries. In addition, the project will be implemented with local partners that are well rooted in communities and working with community based organizations that are highly trusted and respected by the local communities. Hence, as the project is anchored in the existing community institutions and through their active participation the commitment to gender equality and improved practices it will sustain after the phasing out. Besides these, we will link with the existing government structures that allows different government stakeholders to become familiar with the project and gradually take ownership of ensuring SRH services for adolescents. Higher-level government officials will be informed and their engagement in monitoring and assessing the status of incorporation of the project in their respective action plans is
considered. During the four-year period an emphasis will be given for capacity building for duty bearers at different levels, individuals in the communities and local institutions on gender equality and SRHR and efforts will be exerted to include some issues of SRHR including the prohibition of harmful traditional practices in their local by-laws. Active involvement of Health Extension Workers in the project increases their commitment to quality SRH services and capacity-building efforts will improve these services. Knowledge, skills, attitudes and behaviours by individuals at all levels will maintain and they will continue being change agents also after the project has finalized. The project is built on those systems and practices (formal and informal ones), which have existed in the communities for ages. Besides these, we will link with the existing government structures that allows different government stakeholders to become familiar with the project and gradually take ownership of ensuring SRH services for adolescents. During the four-year period a strong emphasis is given for capacity building for duty bearers at different levels, individuals in the communities and local institutions on gender equality and SRHR. Sustainability will be ensured through capacity building support and full engagement of children and youth, as they will take the results further to the community for scale-up. Knowledge, skills, attitudes and behaviours by individuals at all levels will maintain and they will continue being change agents also after the project has finalized.

Building resilience is an important part of the project, from a sustainability perspective, because many Ethiopian children and families are prone to social and economic crisis. The work starts from the realization that despite being poor, communities do have assets and resources that can be used to build resilience. Therefore, in this project community asset mapping will be conducted in order to identify their potential how they use it in responding to disturbances. In order to realize this Plan will organize training on resilience building to all stakeholders to respond to various kinds of crises. Once the most vulnerable groups are identified in different locations, income-generating groups will be established in order for them to be able to link their own assets/resources that could make them more resilient to the current and upcoming shocks. In July 2013, the Ethiopian government introduced the National Policy & Strategy on Disaster Risk Management. This document gives guidance on how to respond before and after a disaster happens. As effective disaster risk management system can only be achieved if disaster management is mainstreamed in all projects, this policy document will be linked to the project to address a resilience component of the project through the following approaches:

- Community-centered and organized mass mobilization-based DRM system shall be set up
- Roles and responsibilities at all levels shall be identified in accordance with the country strategy of DRM
- Community asset identification towards DRM will be conducted
- Capacity development activities in line with the DRM country strategy shall be implemented at all levels to facilitate the establishment and operationalization of community-based DRM system.
- Income-generating activities and VSLA groups are set up to provide an economic safety net to disturbances.

Many parts of Ethiopia are highly vulnerable to natural hazards in particular to hydro-meteorological hazards. Such hazards and disasters are not unique phenomena to Ethiopia, but what makes them unique in the recent years is the scale of their consequences in terms of loss of life and damage to properties, livelihoods and to the national economy. The scale reflects the existence of deep-rooted vulnerability and inadequate capacity for disaster management. Hence, children become exposed to different problems like displacement and child marriage. Therefore, to mitigate this kind of issues community resilience components has been added in the project that is anchored on community assets. These climatic shocks will be addressed by building the capacity of the community to make use of their existing assets that could help them resist unintended climatic shocks.
Uganda has one of the highest prevalence rates of child marriage in the world. According to the Uganda Demographic Health Survey (2011) 49% of women age 20-49 were married by age 18. The median age of first marriage is 17.9 years. The number of adolescent mothers is also high. 25% of adolescents age 15-19 have begun childbearing and the median age for first sexual intercourse is 16 years. By age 15, 22.6% of females have had sexual intercourse. The challenge is worst in the northern part of the country, which has suffered two decades of civil conflict with the Lord Resistance Army (LRA, 1986 – 2006). This led to over 1.8 million people being displaced in internally displaced person (IDP) camps. Many parents were killed and families became dysfunctional. Social services broke down. Many children dropped out of school. Currently the area has the highest rate of child marriage in Uganda (prevalence rate at 59%) . Due to high level of poverty, the area suffers high level of cultural tolerance towards child marriage. Nevertheless, there are not many interventions trying to affect the problem in the area. At the same time, there are challenges with enforcement of policies regulating child marriage and adolescent sexual and reproductive health rights (ASRHR). Efforts are required to ensure that the implementation of the policies is resourced (human, material or financial) and the laws are enforced by the state.

The “Nina amua – I decide” project seeks to reduce the number of child marriages and teenage pregnancies. It aims at an impact of adolescent girls and boys aged 10-19 years from Lango and Acholi sub regions being protected against child marriage and empowered to enjoy their sexual reproductive health rights in a violence free society that values girls. The project applies a holistic, multi level approach to address the issue at different levels: girls as the rights holders, parents, guardians and community leaders as the gate keepers of the social norm, the civil society as a driver for change as well as the government as a duty bearer.

The project empowers adolescent girls and boys to become active players and change agents in fighting child marriage and claiming their SRH rights. The intervention uses the Champions of Change method, developed by Plan international, to build capacities and promote attitude and behavior change among adolescents. The project also targets parents and communities to create social and economic resources and safety nets around the girls. A critical target group are the cultural and religious leaders, who are key players in defining the social norms. Intergenerational dialogue is supported between girls, boys, community members and their leaders. The project builds capacities and promotes dialogue with government duty bearers to provide quality ASRHR services. Action
research is carried out to support evidence based advocacy to influence legal and policy frameworks related to child marriage and ASRHR. The civil society, youth led CBOs being at the focus, will be mobilized to advocate for better enforcement of policies related to child marriage and ASRHR.

The specific value added of the intervention is in the empowerment of youth-led CBOs to engage with promoting SRHR and ending child marriage. In addition, working with traditional leaders and promoting dialogue between the opinion leaders and adolescent girls and boys is a new approach. The participatory school governance, on the other hand, has proven to be a functional strategy for reaching school age children and strengthening their voice on issues that affect their education. Due to our child centered community development approach, Plan is rooted in communities and has strong expertise on community based programming. In addition, Plan is specialized in child participation and working with youth. In this project, Plan will partner with CSOs which have expertise on SRHR, working with local cultural leaders as well as organisations specialized on policy advocacy on social wellbeing of citizens. Youth led CBOs at the local level bring added value as mobilizers of local youth.

The project interventions have been fully aligned with Plan International Uganda’s country strategic plan 2016-2021. The project will also work through existing structures and has a focus on strengthening institutional systems to ensure sustainability of the action. Putting adolescent girls at the focus as change agents of their own lives will be at the core in changing the social norm of child marriage and reducing the number of teenage pregnancies.

**Background**

Northern Uganda is just recovering from civil conflicts caused by the Lord’s Resistance Army that lasted more than twenty years. The current situation of child marriage is alarming. According to Uganda Demographic Health Survey (UDHS, 2016), the proportion of adolescent birth rate in Northern Uganda stands at 145/600 births which is above the national average of 132/600 birth85. 61% of these girls were either married or living in union in form of marriage. The factors driving high rates of child marriages, teenage pregnancies and adolescent birth in Uganda include poverty, negative cultural norms and social tolerance of child marriage, limited access and availability of adolescent friendly sexual reproductive health services for girls, lack of emotional support and guidance to adolescent girls and boys from parents and teachers as well as weaknesses related to the legal and policy frame work.

As such, the legislative and policy framework supports gender equality and women's empowerment, including prohibition of child marriage, based on commitments under the Constitution as well as other international obligations on gender equality. However, as the Ugandan society is characterized by strong patriarchal beliefs, men continue to occupy the majority of powerful and influential positions in the society including key sectors such as business, judiciary, security, political leadership and cultural leadership. They determine policy and legislative priorities, as well as public budgets. As a result, there are major challenges in law enforcement and policy implementation as well as the capacity of duty bearers and coordination of policy implementation between ministries.

Plan International has been implementing a number of gender transformative programmes in Uganda aimed at tackling the root causes of gender inequality and exclusion in all programmes. The programme work on gender based violence, adolescent sexual reproductive health and child marriage has been rooted to communities through Plan's approach which has created a strong basis for community engagement for empowerment of women and girls. At the same time, Plan Uganda has worked on strengthening the civil society and influencing policies related to gender equality (e.g. CEDAW).

The previous work by Plan and other agencies has shown that child marriage is deeply entrenched in the society and requires a holistic approach to find solutions. Child marriage is often motivated by desire to acquire wealth through the bride price. Confronting and ending child marriage therefore will require significant efforts in helping parents to look for alternative source of income, combined with training on gender sensitive use of resources. Bride wealth itself constitutes very small fraction of family income, but because its link to a traditional norm, the practice need multiple approach to break it down. Plan International has developed a global program model called 18+ to end child marriage which focuses on changing social

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85 Uganda Demographic Health Survey (UDHS) 2016
norms, attitudes and practices; addressing legal and policy frame work including tackling economic and social safety nets. One of the main lessons from Malawi and Zambia is that working directly in partnership with chiefs from Traditional Kingdoms and other cultural leaders through dialogue results in significant changes on negative social norms. Further, there is a need to pay more attention on building capacities of children to engage with both parents and government duty bearers on issues of child marriage. The NiYetu and CEDAW projects by Plan International Uganda have been employing the strategy and their learnings will be taken into account (documentation of learnings currently on-going).

Context and stakeholder analysis

Although child marriage is prohibited by 1995 constitution of Uganda\(^{86}\) the statistics of child marriage in Uganda point to one of the highest prevalence rates in the world, (UNICEF, 2011, Sarnga Jain & Kathleen Kurz 2007). In a review of data from 68 developing countries in 2011, the International Center for Research on Women (ICRW) ranked Uganda ninth (9th) globally, among countries with high proportion of women who were married before age 18\(^{87}\).

Uganda Demographic Health Survey (UDHS 2016) found that 25% of adolescent Girls 15-19 years in Uganda have begun child bearing: 19% of Girls 15-19years had given birth to their first child at the time of the interview. The proportion of girls who have begun child bearing tend to rise rapidly with age, from 3% among girls 15 years old to 22% among girls 17years old and 54% among girls 19 years old. The proportion of adolescent birth rate is critically high. This rate is higher in Northern Uganda (145/600 births) compared to national average (132/600 birth)\(^{88}\). High level of adolescent birth rates and teenage pregnancies are strongly linked to child marriage. The report suggests that child marriage is highly associated with teenage pregnancy and further shows that 61% of all 15-19 year old girls who were pregnant were either married or living in union.

As Northern Uganda suffered almost two decades of civil conflicts, the area is characterized by widespread chronic poverty. Lack of gainful employment has been sighted by some parents as a strong reason for not sending girls to school, because it would delay them from getting married and increase cost of investment in education instead of bringing wealth in form of dowry. This result into girl’s dropping out of school and prevents them from gaining education which would support them in understanding and utilizing issues related to SRHR, among other things.

As the report by the International Center for Research on Women (ICRW) suggest, child marriage is deeply embedded in Ugandan culture and traditions.\(^{89}\) Negative cultural norms and social tolerance of child marriage are strong drivers. Like most parts of Uganda, the Northern part is still a patriarchal society. This patriarchal ideology defines the social hierarchal relationship between men, women, girls and boys. It governs societal norms and practices, giving social meaning and defining roles for men, women, boys and girls at family and community level. Boys and men are viewed as superiors to women and girls. Men are the main decision makers, controllers of productive resources at family level, and well enough power to decide everything at home. The result of this is gender inequality, discrimination, exclusion, marginalization, vulnerability and poverty which end up pushing women and girls to live at the margins of citizenship and rights. Child marriage is widely practiced as a social norm and custom promoted by families and traditional /cultural leaders. In the patriarchal society, girls are socialized in a way that prepares them to become good housewives and look after their families, bear children and serve their husbands which is considered the role of a successful girl or woman especially in rural areas. Marriage is also seen as a protection mechanism for girls against problems caused by pregnancies outside marriage.

Child marriage due to teenage pregnancy is highly recognized among the leading causes of school dropout. UDHS 2016 report documented that proportion of teenagers who have started childbearing decreases with increasing level of education: slightly more than one third of teenagers age 15-19 with no education (35 percent) have begun childbearing compared with 11 percent of those who have more than secondary education. 22% of the 15-19 year old mothers interviewed had stopped in primary school. This partly explains why only 57.8%,

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\(^{86}\) 1995 Constitution of Uganda as amended.


\(^{88}\) Uganda Demographic Health Survey (UDHS) 2016

16.9% and 3.7% of girls have completed primary, secondary and tertiary education compared to 59.1%, 20.2% and 4.8% of boys respectively. 21.6% girls and 15.8% boys have never attended school as documented by Uganda Population and Housing Census report 2014 (p.26, table 4.7).

However, there are also challenges with access and availability of adolescent friendly sexual reproductive health services for girls. The public social service system is weak, characterized by limited public financing, inadequate human resources for health (less than 45% of positions are filled by qualified health workers), negative attitudes of health workers towards adolescents especially girls seeking SRHR support services; limited varieties of modern family planning methods (FP) and an irregular supply of essential SRHR commodities. According to UDHS 2016, of the 850 adolescent girls 15-19 years living in marriage or union interviewed, only 21.9% were using any family planning method. Almost all adolescent girls' 10-14years do not use any family planning at all. The median age at first sexual intercourse in Uganda is 16 years and the median age at first marriage is 17.8 years. By age 15, 22.6% of females have had sexual intercourse and by 18 years 67% have had sexual intercourse whereas close to 50% are married by this age.

The Government of Uganda introduced Presidential In initiative on AIDS Strategy for Communication to Youth (PIASCY) in 2002 with the aim of addressing high scourge of HIV/AIDS among adolescent boys and girls. This was followed by Adolescent Sexual Reproductive Health Policy (ASRH) in 2004. However implementation of ASRH policy has not been very effective in schools. Recently, the government placed restrictions on sexuality education and preferred to support PIASCY as the main tool for promoting ASRH in schools, not other materials. PIASCY has inherent gaps and does not address all information needs that enable adolescent girls and boys gain full confidence and skills to make informed decisions. This will further make access to safe SRHR for girls difficult, as the school is one of the main platforms for getting information. The government is working on a new sexual reproductive health education frame work, and Plan International will seek to use this opportunity to influence the process to ensure government finalizes and approves a new ASRH framework which will support fight against teenage pregnancy and child marriage.

Looking at the situation of children with disabilities (CWD) in Uganda, a study conducted by Plan International and London School of Hygiene and Tropical Medicine found out that 70% of boys and 72% of girls with disabilities out of the 3,820 children who participated in the study experience violence in school. 4% of girls with disabilities experience sexual violence by teachers and peers. The study found that enjoyment of SRHR by CWD is affected by a number of factors including environmental, social and institutional barriers. The study also suggests that in terms of gender based violence, sexual reproductive health rights for boys and girls with disabilities need to be prioritized to ensure that they can live a violence free life in school, at home and in the community. More research is needed related to the situation of children with disabilities and child marriage.

There is generally weak community and civil society participation in governance and social accountability for promoting SRHR in Uganda. Many of the CSOs in Uganda operate in limited social based and geographical area, mostly concentrated in the city of Kampala with few rural areas. A small number is involved in SRHR and service delivery. CSO operating environment is conducive for those organizations that are directly filling gaps in unmet services provided by government, but it is more limited for those organizations that engage in human rights and advocacy, especially when challenging the government. In urban areas, a number of professional networks and coalitions exists with fairly organized formal projects agenda but often detached from ordinary people. Parliament recently enacted NGO Act (2014), which has narrowed space for civil society operations in the country. The public management Act 2014 is increasingly being used as a tool to control public mobilization and stifle freedom of association especially where the agenda as putting pressure on government to demand social accountability. This is limiting the space for CSOs especially to engage in advocacy and influencing activities that are critical of government ineffectiveness and failures to address the population's aspirations from the human rights perspectives. Further to this, there is limited meaningful coordination among the CSOs and with other key stakeholders implementing similar or related programmes including coordination within same geographical locations.

According to the Child rights situation analysis conducted by Plan International Uganda.
2015, Structures for facilitating child and youth participation are either none existent or poorly managed. Apart from participating in clubs and other child forums, children and youth reported that they are not allowed to take part in community development meetings or participate in decision making processes at home, school and the community due to negative traditional attitudes and practices.

Uganda has a strong legislative and policy framework that prohibits child marriage and protects equality for girls and women. Within this context the government has made significant progress in setting the national policy framework for addressing child marriage. The key legal frameworks prohibiting child marriage, forced marriage and sexual act with another person below the age of 18 include The Uganda Constitution (1995), The Children's Act Cap 59 (2016) and The Penal Code (amendment) Act (CAP 120) 2007. There are also laws protecting girls from early sex and penalize coerced sexual intercourse and forced marriages. In addition, there are several policies guiding the implementation of the legal framework related to child marriages and sexual reproductive health rights. These include, among others, National Strategy on Ending Child Marriage (NSCM) (2015), The National Adolescent Reproductive Health policy (2004) and The Gender in Education Policy (2013). An exception to the policy development is the SRH education policy which limits sex education in schools and affects the realization of SRH rights for girls and boys.

Other Global frameworks that support the implementation of this program ratified by the government of Uganda include: Convention on Elimination of All forms of discrimination against Women (CEDAW, 1979); Convention of the Rights of the Child (CRC, 1980); Conversion on the rights of person with disabilities (UNCRPD, 2006); African Charter on the rights and welfare of the child (ACRWC, 1990) among others.

There is a great challenge with implementation of the laws and policies. One main factor is that, these policies are not fully harmonized. Different policies fall under the mandate of different line ministries leading to challenges with coordination of implementation. Further to that, most of these polices developed as a response to civil society activism, but never prioritized and funded by the government once passed. A lot of effort is required to ensure these laws are resourced (human, material or financial) and enforced by the state.

The national strategy to end child marriage provides overall national coordination mechanisms and strategic guidance for ending child marriage interventions in Uganda. The implementation of the strategy is a shared responsibility of all government agencies and institutions, CSOs, the private sector, religious and cultural institutions; and development partners. Ministry of Gender labor and social development (MGLSD) is the overall coordinator for implementation of the strategy in Uganda. There is a planned coordination unit under the directorate of gender which is expected to spear head and coordinate efforts of both state and Non state actors.

The National steering committee will support and coordinate mobilization of key government stakeholders and line ministries (Gender, Health, education, Internal Affairs, Justice, local government etc) who have specific roles to play in strengthening access to adolescent SRHR, as well as prevention and response.

**PROJECT COORDINATION MECHANISM**
to end child marriage. Plan International will support strengthening of the national CSO coalition to end child marriage involving civil society, international NGOs, religious institutions, traditional or cultural institutions and all other development partners to work with National End Child Marriage Steering committee and to advocate for necessary policy reforms, increase resource allocation for ASRH and push for effective enforcement of laws and regulations to end child marriage. The project will further work with National Child protection working group (NCPWG) under Ministry of Gender labor and social development (MoGLSD) to conduct relevant research, share information and lobby support from other NGOs. In addition, Plan International will directly work with traditional Institutions and district level CSOs to implement this project at family, school and community level directly.

With the new global strategy that has a strong focus on girls, Plan staff and partners have developed knowledge on gender transformative programming. Recent partnerships with specialised CSOs provide a foundation for consolidating gender and inclusion programming that will be relevant in improving access to ASRH for adolescent boys and girls. In addition, Plan Uganda has developed a collaborative relationship with local and national government, including providing technical and advisory support on gender, strengthening child protection systems, inclusion, equity and quality in education and youth economic empowerment. Plan intends to work with the following partners for implementing this project:

**Christian Counseling Fellowship (CCF)**

**Pader:** CCF is a local NGO working on women empowerment in Pader District Acholi sub region. Through this project Plan International work with CCF to will directly lead community mobilization for women to support access to ASRH for girls, lead community dialogue to end child marriage, support establishment and training of Women VSLA groups and work with those VSLA groups as a platform to conduct social mobilization and drive community awareness on social norm change in Gulu, Pader and Omoro districts. Together with VSLA groups, CCF Pader will engage with Ker Kwaro Acholi traditional leaders, men, boys and girls to advocate for change in negative cultural norms affecting women and girls.

**Stakeholder analysis**

<table>
<thead>
<tr>
<th>Key stakeholder</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolescent boys and Girls in and out of school (target and main project beneficiary group)</td>
<td>Adolescent boys and girls (10-19 years old) are the main target of this project. They are key actors and beneficiaries of the project. They will be engaged at all levels in all activities to end child marriage.</td>
</tr>
<tr>
<td>Parents and community members (target Group)</td>
<td>Parents and community members are the gatekeepers of social norms and harmful cultural practices. They will be the major implementers, advocates for social reforms and monitors progress in respect of changing of norms and practices to end child marriage.</td>
</tr>
<tr>
<td>School teachers (change agents)</td>
<td>Teachers are the role model and guardians who mediate learning, intellectual development, personal and social awareness for children in school. They will play lead role in imparting knowledge and skills of safe ASRH practices for boys and girls.</td>
</tr>
<tr>
<td>Traditional and cultural leaders (both target group and change agents)</td>
<td>Traditional and cultural leaders are the main custodians of traditional norms passed from generation to generation. In this project their role will include review and reforms of harmful cultural practice of child marriage and gender inequality that affects social positions and conditions of women in society.</td>
</tr>
<tr>
<td>Other religious and opinion leaders (target group and change agents)</td>
<td>The actions of religious leaders and opinion leaders to fight use and access to family planning, SRHR and blocking necessary reforms in marriage laws requires dialogues with these religious institutions so they can become change agents to teach better and safe adolescent practices for girls and boys at family level and community level.</td>
</tr>
<tr>
<td>CSOs (change agents)</td>
<td>CSOs will be the main actors and vehicles for project implementation. They will lead social dialogue with traditional institutions to modify and transform negative gender norms and traditional practices of child marriage, provide access to appropriate SRHR services for adolescent boys and girls, lobby for legal and policy reforms and conduct mass mobilization and campaigns for behavior and social norm change.</td>
</tr>
<tr>
<td>MoGLSD (government duty bearer)</td>
<td>This is the main government coordinating agency for implementation of child marriage strategy in Uganda. It will provide overall coordination, of all key government line ministries and departments responsible for different activities to end child marriage.</td>
</tr>
<tr>
<td>MoLG (government duty bearer)</td>
<td>District local governments are the lead government line ministry for delivery of social services and lead implementation of government policies and action plans in Uganda. Local governments offer the primary structures for the implementation of project.</td>
</tr>
<tr>
<td>MoEs, MoIA, MoH, MoJCA, . MoPFED (government duty bearer)</td>
<td>The role of these ministries is to work in partnership with MGLSD to implement sector specific interventions as stipulated by the national End Child Marriage Strategy. - MoEs will support develop, approve and roll out appropriate adolescent sexual reproductive health curriculum for child in school. - MoIA and MoJCA will support appropriate enforcement of relevant laws to end child marriage. MoPFED will ensure child marriage and teenage pregnancy issues receive sufficient resources in the national budget - especially the key sectors of education, health and gender.</td>
</tr>
</tbody>
</table>
Communication for Development Foundation Uganda (CDFU) is a local NGO whose niche is on behaviour change communication and has experience on SRHR programming. In this project, CDFU will coordinate project activities in Apac and Kole Districts. CDFU will work with the community structures such as Child Protection committees, Parish Development Committees, Local Councils, CBOs, Health Facilities and schools in Apac and Kole. Plan International will be working with CDFU to champion behaviour change communication development.

Foundation for Integrated Rural Development (FIRD) is a community Based Organization working with youth and families to empower them respond to issues affecting them. In this Project, FIRD will champion youth mobilization activities and will also coordinate project activities in Lira and Alebtong Districts. FIRD will implement activities together with the community structures such as Child Protection committees, Parish Development Committees, Local Councils, CBOs, Health Facilities and schools in Lira and Albetong Districts.

Uganda Women Parliamentary Association (UWOPA): UWOPA is an association of women members of parliament (MPs) in Uganda. Plan will work with UWOPA to push for the passing of reforms in marriage laws and ensure increased budget allocation for ASRH services for adolescent boys and girls, play oversight supervision and monitoring role on enforcement of relevant laws to end child marriage in Uganda.

Ker Kwaro Acholi and Lango Traditional Kingdom: Traditional institutions are respected as custodians of culture and social norms, some of which contributes to social tolerance of child marriage. Plan through this project will work with these institutions to conduct relevant research to identify the prevailing positive and negative social norms which have severely impacted the rights of girls and promoting child marriage. In addition, the research will identify specific norms which need to be promoted and others which need to be modified through the passing of relevant pronouncements to end culture of child marriage by these kingdoms.

Project Description
This project presents a holistic approach to contribute to reduction in child marriages. Currently, there are not enough strategic actions that combine interventions that look at a holistic effort to empower girls to take bold action against child marriage, take decisions related to their sexuality and use of their body, combined with tackling the root causes of negative traditional norms perpetrated by cultural institutions as well as addressing the legal framework to expand quality ASRH services provided by government as a key human rights for adolescent girls. This holistic mechanism combining ASRH, education, protection and empowerment for adolescent girls to engage, men, women, boys, local, religious and traditional leaders to challenge social norms to end child marriage is critical especially for northern Uganda.

The holistic approach of the project involves: a) building capacity of girls to use their ‘power within’ to confront child marriage, understand, acquire life skills, seek and utilize appropriate ASRH to prevent teenage pregnancy, keep girls longer in school to prevent child marriage; b) while engaging family and community protection mechanism to end child marriage by working with boys, men and women as change agents to raise awareness on girls rights to appropriate ASRH services, confront gender stereotypes, address gender and social norms affecting girls, work with traditional leaders to tackle cultural traditions that perpetrate child marriage and ensure families invest resources in girls education and protection; c) CSO engagement to mobilize local and national actors on ending child marriage and b) engaging with and improving capacity of government to provide access to quality ASRH for girls through improved policy and legal framework, increased budget allocation, adequate supplies of essential ASRH commodities including relevant human resource, strengthening legal enforcement and national coordination to end child marriage. The approach is based on the 18+ model developed by Plan International to tackle the harmful practice.

Implementation of the project will mainly be led by the community as a community based program working directly with adolescent boys and girls at family, school and community levels. However, local CSOs will be engaged to support capacity building of community members. As child marriage is deeply rooted in the local tradition and exacerbated by the effects of the two decades of LRA war in Northern Uganda, efforts need to be directed towards social mobilization to bring parents, families and communities together through dialogue on how to create a better future for their, children, families and communities by working with their children to create this change. Social mobilizations have been used with relatively high degree of success in creating social norm and attitude change among different social groups.

The traditional leaders play a key role in changing social norms, as they are highly respected by their subjects. Experience has shown that change does not happen through confrontation with the traditional leaders but rather through
constructive engagement and dialogue. Plan International has well-developed gender transformative strategies and methodologies for social engagement and community mobilization which promote dialogue and enable meaningful engagement with traditional leaders to end child marriage (18+ and champions of change).

Champions of Change is Plan International’s community wide strategy for promoting gender equality and social norms change through peer to peer mobilization. The approach facilitates dialogues between boys, girls, men and women to appreciate gender equality while promoting respect for rights and opportunities for women and girls. This will significantly be used to promote community dialogue among the different groups for ending child marriage and the approach will be used with girls and boys both in and out of school.

Education is highly considered a social vaccine against child marriage. The longer a girl stays in school, the longer she can delay and avoid child marriage. As schools already provide the best avenue for developing and learning life skills among children, they will be used as an important entry point to the project. Participatory School Governance for Children (PSGC) is an approach developed by Plan International Uganda for ensuring that school teachers, school management committees, school PTA and district education departments create a conducive learning environment for both girls and boys through participatory governance and accountability by all stakeholders. The different components of the approach include Children’s councils, Children’s Clubs and Peer Mediation. This structure will be used for empowering girls and boys and creating space for them to voice their opinions in school, and for building capacities of girls and boys on SRHR. Experience shows that the approach has been successful in bringing up challenges of child marriage to the attention of teachers and parents by children. Education on children’s rights and SRHR will be further strengthened within the model (e.g. on Children’s clubs). Peer mediation, on the other hand, is a conflict resolution method which supports creating a violence free learning environment for children. According to previous experience, the trained peer mediators play a key role in identifying adolescent boys and girls at risk and providing peer to peer support to protect them from child marriage and teenage pregnancy.

Taking into account the education policy related to SRHR, collaboration with Ministry of education, Ministry of Health and Ministry of Gender labor and social development is important. Together with them, Plan will develop and roll out appropriate adolescent life skills module that can increase ASRHR awareness among girls enable them acquire information, Knowledge and life skills for sustainable use of ASRH to end child marriage. Plan International has a good working relationship with government of Uganda and would use this leverage to rally CSOs and other coalitions both at National and local level to advocate for quality access to ASRH provided by government in all government health facilities to support the girls.

VSLA has been used by Pan International Uganda as a key strategy for creating organized social groups around economic interest. Once established, these groups can perform a number of functions in addition to mobilizing income for meeting family needs through weekly loans and savings. VSLA members always use this group savings to conduct their weekly meetings on social and economic issues affecting the group members. Together, they look for solutions to address such challenges. This project will use VSLA as a strategy for organizing various families with the communities into VSLA groups and integrate use of ASRH for prevention of teenage and protection of adolescent girls and boys from child marriage. VSLA group can be a powerful tool for strengthening voices and action by the voiceless economically poor women who are often suppressed by men on issues of family matters.

The project will be implemented in 6 districts in post conflict Northern Uganda covering Lango and Acholi sub region. The districts are Lira, Albetong, Apac and Kole in Lango and Pader in Acholi. The project will target five (5) sub counties from each district. Five parishes will be target from each sub counties. In total the project will cover 6 districts, 26 sub counties and 130 parishes.

The overall Impact of this program is: Adolescent Boys and girls aged 10-19 years from Lango and Acholi sub regions are protected against child marriage and empowered to enjoy their sexual reproductive health rights in societies where gender equality is realised.

Project Outcomes

Outcome 1: Adolescent girls and boys aged 10-19 years adopt positive attitudes, knowledge, skills, are assertive and use appropriate ASRH services to prevent teenage pregnancy and child marriage.

This strategic outcome aims to achieve behavior change among this age group through
interventions that will lead to increased utilization of comprehensive and quality ASRH services for protection and prevention of teenage pregnancies and child marriage among adolescent girls 10-19 years. This programme aims to reach 121,888 children (61,100 girls, 60,788 boys) directly and 239,876 children (119,756 girls, 120,120 boys) indirectly under this outcome. The intervention will target mainly girls and boys in upper primary classes (P5-P7) and those in secondary schools from S1-S4 through the Participatory School Governance Approach. Efforts will be made to reach boys and girls out of school using the Champions of Change approach. In addition the intervention will use an innovative approach of promoting sports for girls (girl’s football clubs) in all target schools and for those out of school as a way of promoting social mobilization. Sports events attract attention of both young and old people within the society. They will be complemented with school and community debating competitions on topical issues for prevention of child marriage. Menstrual hygiene management (MHM) will also be supported for girls. Furthermore, an exchange programme will be established for selected youth groups and schools to collaborate with adolescents in Finland to build joint campaigns for ending child marriage and to contribute to the global movement for girls’ rights.

**Outputs under outcome 1:**

1.1. Adolescent girls and boys have improved knowledge on SRHR issues
1.2. Peer to peer support established in and out of school for fulfillment of SRH rights for girls
1.3. Adolescent girls have increased awareness on menstrual hygiene management and access to dignity kits

**Outcome 2:** Families, Communities, Cultural and Religious leaders adopt knowledge, positive attitudes and practices that support reduction in child marriage and create conducive environment for girl's empowerment.

This strategic outcome will be be achieved by building the capacity of parents, caregivers, families, local, cultural and traditional leaders as well as community based child protection structures to stimulate dialogue and social mobilisation for prevention child marriage. Dialogue between adolescent girls and boys with community members, especially with traditional leaders will be supported. Community based Child Protection Committees, Parish development Committees, local councils other relevant local government structures will be trained on ASRH and legal framework for prevention of child marriage. Child protection agencies will be supported to improve coordination in child protection service provision and case management for prevention of child marriage. In addition, the intervention focuses on working with village savings and loan associations to support families with income generation. This outcome will include specific focus on supporting mechanisms that address root causes promoted by cultural institutions by directly working with them to conduct action research, support cultural dialogue and to modify and as well as make pronouncements banning child marriage by traditional kings. Finally, this outcome will strengthen capacity and position PDCs, (local government structure created under decentralisation systems by government of Uganda) as the main agency for leading sustainable planning, resource mobilisation and implementation of action plans to fight child marriage.

**Outputs under outcome 2:**

2.1 Fathers, mothers, caregivers and community members are aware of SRH rights of boys and girls and support actions against child marriages
2.2 Local, cultural and religious leaders embrace and have the capacity to act as change agents supporting target communities to end child marriage.
2.3 Families engaged in VSLA groups generate sustainable income to invest in prevention and protection of adolescent girls from child marriage.

**Outcome 3:** Youth led and focused CSOs actively influence positive cultural practices, policy and legal reforms that protect girls from child marriage.

Building on the previous projects implemented by Plan International Uganda, there are many empowered youth groups who have transitioned into community based organizations (CBOs). Under this outcome, we plan to identify, select and support CBOs based at sub counties level to lead implementation of this project. This outcome will also focus on strengthening capacities of youth led CSOs on key areas of policy influencing of child rights and SRHR at community, district and national level.

**Outputs under outcome 3:**

3.1 Implementing partner CSOs have improved organizational capacities.
3.2 Youth led and focused CSOs Coalition supported to influence increased budget allocation, legal and policy reforms and provision of quality ASRH to end child marriages by local and central government.
3.3 Youth led and focused CSOs have the capacity to take action on ASRH rights for prevention of child marriage at the community level

3.4 CBOs and parents support groups have the capacity to provide care, support and protection for children with disability on safe use of ASRH to end child marriage

Outcome 4: Local and central government prioritise resource allocation, legal reforms and quality services to end child marriage

This outcome will focus on addressing issues related to limited access to quality ASRH, coherent policy guidance on ASRH and ending child marriage, addressing issues of limited budget by government and strengthening enforcement that have continued to constrain fight against child marriage in Uganda. It will also aim to ensure all government health center III facilities offer quality ASRH services by government. The intervention includes trainings for relevant duty bearers, dialogue meetings with government representatives and participation in policy consultations. Plan International occupies an opportunity of working with Uganda Women parliamentary association (UWOPA). This gives Plan International the leverage to rally women members of Parliament who are more than a third of all members of parliament to support legislative matters or legal reforms affecting women and children. This is significant when it comes to legal reforms and advocacy for increasing budget allocation for expanding ASRH and to end child marriage in Uganda.

Outputs under outcome 4:

4.1. Government duty bearers, including teachers and peer educators, have improved capacity to provide quality SRHR services supporting ASRH awareness, counseling and referral services for adolescent boys and girls

4.2. Local and central government have the ability to make participatory legal and policy reforms for prevention of child marriage and asserting girls rights protection, education and quality SRHR services.

4.3. National Inter-ministerial coordination mechanism for state and non-state actors on ending child marriage has the preconditions to function effectively

Risk assessment and risk response

A detailed risk matrix has been prepared and is summarised below.

Internal risks include:

Corruption/Fraud: Plan, through the risk management department will maintain high vigilance and enforcement of controls both internally within Plan and among partner organizations. Plan will support all partner CSOs to enforce internal risk management systems and measures to ensure efficient and effective utilization of resources.

Staff turn-over: Plan and its partners will create an enabling and motivating work environment which enhances staff development to facilitate retention, while putting in place mechanisms that expedite staff recruitments to ensure time timely replacements and orientation.

Delays in disbursement of funds to local CSOs: This is often due to late submission of reports and financial accountabilities. Plan, through its Grants and Compliance Department and Country Leadership Team, will maintain close technical support and monitoring of burn rate, ensure to ensure timely and quality accountability and reporting as well as expedite internal reporting review and grant disbursement processes.

External Risks include:

Evolution/enforcement of restrictive/inhibitive policies/legislations: Includes the recent enactment of the Public Order Management Act and the impending amendment of the NGO Act, which might curtail civic engagements for CSOs. The program will carry out comprehensive awareness about the program among government authorities, secure state buy-in/political will and ensure constructive civic processes.

Natural calamities/disasters: Plan will leverage its Disaster Risk Reduction program to build capacities in disaster forecasting, risk assessments and preparedness planning.

Changing government/community priorities: While the program would ensure adherence to its original design and set objectives, Plan International will exercise flexibilities and much as possible consult with the donor and where feasible align the program with prevailing local priorities to maintain program relevancy among beneficiaries and other local stakeholders.
Implementation arrangements

Implementation of the project activities will be shared between Plan and the partners. Around 60% of the budget will be allocated to the partners. Annual percentage varies throughout the years of implementation. At the district level, CCF Pader (Acholi), FIRD (Lango – Albetong and Lira) and CDFU (Lango – Kole and Apec) will be responsible for implementation of the awareness raising and community based activities as well as capacity building of local authorities. Kerkwaro Acholi and Lango cultural Institution will be responsible for facilitating dialogue between the communities and the cultural leaders on child marriage. Plan will provide support for the local youth led CBOs in terms of training on youth led advocacy for policy change and the youth led CBOs will engage with local youth on youth led advocacy on improved SRH rights. Plan will be responsible for the establishment and facilitation of the two models developed by Plan which focus on child and youth participation: The Champions of Change and the Participatory School Governance model. After the initial trainings, the PSG model will be fully implemented by the schools themselves. At the national level, advocacy and networking for policy change will be shared responsibility among Plan and UWOPA.

Budget

<table>
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<tr>
<th>Direct programme costs:</th>
<th>Euros</th>
<th>% of total</th>
</tr>
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<tbody>
<tr>
<td>Programme activities</td>
<td>1 572 000</td>
<td>48 %</td>
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<tr>
<td>Human resources</td>
<td>786 000</td>
<td>24 %</td>
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<tr>
<td>Travel &amp; transportation</td>
<td>98 250</td>
<td>3 %</td>
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<tr>
<td>Equipment &amp; supplies</td>
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<tr>
<td>M&amp;e &amp; audits</td>
<td>65 500</td>
<td>2 %</td>
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<tr>
<td>Knowledge, research &amp; ict4d</td>
<td>32 750</td>
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<td><strong>Total direct programme costs</strong></td>
<td><strong>2 652 750</strong></td>
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<table>
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<tr>
<th>Apportioned costs:</th>
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<tr>
<td>Office costs</td>
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<td>Equipment &amp; supplies</td>
<td>32 750</td>
<td>1 %</td>
</tr>
<tr>
<td>Other</td>
<td>98 250</td>
<td>3 %</td>
</tr>
<tr>
<td><strong>Total apportioned</strong></td>
<td><strong>622 250</strong></td>
<td><strong>19 %</strong></td>
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<tr>
<td><strong>Grand total</strong></td>
<td><strong>3 275 000</strong></td>
<td><strong>100 %</strong></td>
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</table>
Monitoring, Evaluation, Accountability and Learning

Baseline, monitoring, reviews and evaluations will be done according to the cycle of the overall programme. The project will employ participatory approaches for planning, monitoring and evaluation to ensure a shared vision/understanding among all the key stakeholders and facilitate local ownership for the program. The results of the evaluations and studies will be shared for learning with the key project stakeholders, including documentation of most significant change stories, lessons and best practices. In addition, research on education perspectives to adolescent's understanding of gender roles as well as action research on social norms will be conducted in collaboration with Lango and Acholi Cultural Institutions with support from University of Jyväskylä. The learning from the research is expected to provide information for policy reform requirements and also support strategic engagement with cultural leaders on how to address ASRH and child marriage. In addition, research on inclusion of children with disabilities in SRHR services will be conducted in cooperation with World Vision Finland and Disability Partnership Finland (see Annex 4.4).

Sustainability

In order to ensure sustainability beyond the life of the Project, the interventions have been aligned to Plan International Uganda’s country strategic Plan 2016-2021. Hence activities supported under this project are part of a broader set of interventions that will continue to be implemented beyond the life of the Project. Furthermore, we will build on and work with and through existing structures within the program areas and shall not create new structures parallel to those in existence. These include the public social service delivery systems both at district, sub-county and community levels; and the already established CSO structures. The project will therefore focus on strengthening institutional systems and work with key stakeholders in such structures to carry out participatory capacity assessments, and capacity development that will enable local structures to own and champion the development processes beyond the life of the project.

Community structures supported through this project such as Parish Development Committees (PDCs), the Local Councils and CBOs are expected to continue operating using the platforms initiated through this program. In particular all PDCs are expected to continue following up cases of child marriage and will be linked to Uganda National Child Helpline (UCHL) through toll free call line 116 for timely responses. The Helpline is already well established and covers all parts of the country, with some moderate funding from the government.

Lasting intergenerational effects of social norm change will be created among boys and girls participating in this project as a result of increased awareness about girl’s rights to protection from teenage pregnancy and child marriage. This effect will become part of growing up allowing adolescent girls and boys to grow up in violence free family, school and community settings. This will shape the way parents raise their families in future resulting into more peaceful gender equitable communities that values girls. The project is expected to positively change attitudes and practices of community members, traditional/cultural institutions and local authorities as well as making traditional kingdoms and their leaders more responsive to the needs of adolescent girls and boys and end child marriage.

VSLA groups supported through this project will be strengthened to continue creating a platform for social mobilization and dialogue on issues of ASRH and child marriage. In addition, it will continue to provide short term credits which parents and their families can use as a safety net against various disturbances, hence building their resilience against climate change and other disasters. VSLA will also support community resilience through helping parents to cope with loss of dowry. Information and savings schemes will allow them to get exposure to small-scale market oriented agriculture; loans can provide economic opportunities for small business. This will improve and diversify the source of livelihood which eventually can lead to better welfare for all families’ members and more investment in girl’s education and protection from child marriage by parents. Community resilience towards environmental hazards will be strengthened through providing training for VSLA groups according to the resilience toolkit developed by Plan International.
MOZAMBIQUE

Executive Summary

Child marriage is one of the most critical development challenges in Mozambique, yet often ignored as one. The country has the world’s 10th highest rate of child marriage, with 48% of girls married by the age of 18, and 14% by 15, compared with 39% and 13% in sub Saharan Africa overall. Adolescent girls face the threat of gender based violence at schools and their communities, and both girls and boys often lack the skills and the knowledge to make conscious, healthy and respectful choices about relationships and sexuality. Families and community members condone practices that harm their children, such as early marriage, often leading to early pregnancy and motherhood, which is one of the key symptoms and causes of inequality and abuse. Once a mother and a wife, a girl is highly likely to drop out of school. The pressures from home are exacerbated by the expectation that a pregnant girl will transfer to night school if she is to continue her education. With the dangers of traveling at night over distances, girls are unlikely to make the transfer, and their education is lost.

The Vutomi – My life project will challenge gender inequality and social norms, which hinder the fulfilment of sexual and reproductive health and rights of young people aged from 10 to 19. The project will be fully gender transformative in its approach, and it will work directly with adolescent girls and boys, their families and communities, civil society, and duty bearers to achieve sustainable change in attitudes and practices related to sexual and reproductive health and rights of girls and boys. Work on all these levels is needed, but the driving force of change will be the adolescent girls and boys themselves. Following Plan International’s innovative Champions of Change model, the girls and boys will take an active role in challenging the status quo in their communities, through intergenerational dialogues, peer-to-peer support, awareness raising, and engaging in local level advocacy together with, and as a part of civil society, leading a social movement for equality between girls and boys.

Along with the attitudes, an important factor contributing to the disrespect of girls’ right to sexual and reproductive health is lack of information. This will be dealt with in all interactions with the target groups in the selected communities, but to widen the reach, the project will develop and distribute IEC materials and support the establishment of a community radio to cover a larger audience. In addition to the focus on raising awareness and shifting norms and attitudes, the project will support the duty bearers to fulfill their obligations to provide adolescent friendly SRHR services, through training and provision of materials where lacking. To support families to tackle the economic challenges that help perpetuate inequality and abuse, savings and loan groups will be facilitated, and a micro enterprise producing reusable menstrual pads created, for economic support and to provide to girls affordable products that will help them lead a normal life during menstruation.

91 UNICEF: Child Marriage and Adolescent Pregnancy in Mozambique: Policy Brief

Vutomi – My Life
Jangamo district, Inhambane province
(Plan Mozambique PU Maxixe)
Direct 2600; indirect 22,000
1,389,000 Eur
Associação Mahlahle
The project will be implemented in the district of Jangamo in Inhambane province. In light of available statistics, Inhambane is not one of Mozambique's worst-off provinces in terms of child marriage or gender equality in general. It does, however, have a high rate of young female heads of households, and the highest acceptance by women towards domestic violence in the country. It is also a fruitful ground to widen the work on this sensitive theme, as Plan Mozambique has worked in Jangamo for the last 10 years, gaining the trust of the communities as well as local government across sectors. Plan will implement the project together with Mahlahle, an Inhambane-based organization with long experience of working with communities and local health structures for women's and children's rights, including SRHR.

By tackling gender inequality and shifting power balances, the project will contribute to outcome 1.2 of Finland's country strategy for Mozambique: Increased equity, gender equality, and inclusion in primary education. Additionally, reduced drop-outs due to early pregnancy, and improved attendance of girls in school during menstruation, will complement Finland's efforts in the education sector beyond primary education.

**Background**

Mozambique remains one of the poorest and least developed countries in the world, and ranks 180 of 188 countries in the Human Development Index. Although the Mozambican Government has taken action to improve gender equality, women and girls continue to suffer discrimination with regard to education, health services and economic benefits. The country ranks 135 of 155 countries in the Gender Inequality Index (UNDP, 2014).

In 2015 Mozambique was the country most affected worldwide by climatic events, and ranks third in Africa for being exposed to risks from weather-related disasters. The coastal district of Jangamo is in Inhambane, the most northerly province in the Southern Region of Mozambique. In 2012, the district's population of over 105,000 had increased just over 12% over ten years; it was 54.4% female, with 48.2% younger than 16 years old, slightly higher than the provincial average.

Mozambique has translated the Convention on the Rights of the Child into various national laws in the last twenty years, such as the Children's Act (2008) and the Juvenile Justice Act (2008). The revised Constitution of 2004 enshrined the principle of gender equality, supported by the ratification of the African Women's Protocol in 2005 and the Gender Violence Act in 2009. In 2014, Mozambique aligned national policy and strategy with the SADC Protocol on Gender and Development. Family Law, passed in 2004, maintained that marriage before the age of 18 was illegal, but that parents could legally approve the marriage of their child of between 16 and 18 years. Mozambique has been party to African Charter on the Rights and Welfare of the Child (ACRWC) since 1998, and ratified the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) in 2005.

Lessons learnt from previous work: The AMOR project, which provided sponsorship for girls to bring them back to education, demonstrated the importance of a holistic approach to the child, and provided lessons in how to develop links and mutually supportive relations with school councils. The Maternal and Child Health Care project works closely with Community health workers, most importantly with the community matrons who take the responsibility of communicating sexual and reproductive health information to young girls and mothers. The approach is identified to be effective and sustainable, since it promotes change from within the community. Plan Mozambique has also gained experience on successful IEC materials, as well as recognized the urgency of embedding resilience into all interventions.

Specific expertise and experience of Plan: Through the Because I Am A Girl approach and the 18+ programme against child marriage, Plan has gained valuable experience in advancing girls' rights in Inhambane province. The past projects have developed strong facilitators who can work in a fully gender transformative way with girls, boys and other target groups.

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95 República de Moçambique: Estatísticas do Distrito Jangamo Março 2012

Programme of Plan International Finland 2018-2021 116
Context and Stakeholder Analysis

Early marriage is a profound problem in Mozambique. Almost one out of two girls is married before she turns 18 and 1 out of 10 girls is married before she reaches 15 years. By age 16, 22% of girls in Mozambique have had one or more pregnancies. More than 70% of girls from the poorest 20% of households are in formal unions before age 18. The Mozambique Social Action Strategy supports the prohibition of marriage before 18 years old but is still contradicted by the Family Law, which states that, although 18 is the legal age for marriage, a girl can marry with parental consent once she is 16 years old. This political ambiguity is often exploited, especially in rural areas where the new strategy is not disseminated sufficiently, and traditional norms dominate. Most of these marriages are de facto unions, rather than legally registered marriages, but the implications to the girls are the same. Many girls then quickly become pregnant, before their bodies are ready for childbearing, with very serious implications both for their own health and for the survival of their children. Early marriage plays a role in nutritional status: of the 43% of children under five years of age who exhibit chronic malnutrition (stunting), those households where the mother had her first child before 19 have the highest rates of malnutrition.

Early pregnancy is an important barrier to education in Mozambique. Once pregnant, a girl is expected to leave school and attend night school. With the dangers of traveling at night, and the cost of night school, it is much more likely that the girl abandons education completely. Drop out is also due to gender norms, with girls deprived of their right to education when they are kept from school to help with domestic work and childcare of their younger siblings. Local advocacy is needed to encourage girls to defend their rights to stay in school. It is suspected that a lack of sanitary facilities, privacy and lack of menstrual supplies affects girls’ attendance at school as well.

In Jangamo district, the barriers of early marriage and bearing children at a young age are compounded by historical patterns of male labour migration. More than 50% of girls aged 12-24 are considered heads of households in Inhambane province – a level that is nearly double that of other areas of the country. The partners of these young female heads of households are frequently gone for long periods and when they return may have had other sexual partners. In cyclone affected areas, sexual violence and transactional sex particularly for adolescents due to competition over scarce resources can substantially increase.

Gender based violence is a widespread problem. A 2008 Ministry of Education (MINED) survey revealed that 70% of girl respondents reported knowing that some teachers use sexual intercourse as a condition for promotion between grades, and 50% of girls stated that not only teachers abuse them sexually, but also boys in their peer group. Furthermore, 80% of girls recognized that sexual abuse and harassment occur not only in the schools, but also in the communities. Many girls did not know whether these acts were prohibited by law or where to report them when they occur. About 27% of women aged 15 to 19 report experiencing some kind of violence or being forced to have sexual relations at least once in their life. Inhambane Province shows a higher than average acceptance of physical violence against women; compared to the national figure of 54% acceptance by women of physical violence against them by their male partner, in Inhambane the figure is 68.5%.

Summary of key sector policies, achievements, and development needs

Gender, Child and Social Action:
- Strategy against Child Marriage and Family Law – contradictions exist between the law and the strategy in terms of the age of consent
- National Plan of Action for Children (PNAC II) 2013-2019 - four priority areas for action on boys’ and girls’ rights: (1) child survival, (2) child development, (3) child protection, and (4) child participation
- Mozambican National Gender Policy (NGP) establishes basic principles and objectives

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based on human rights to equality between men and women (and boys and girls).


– In the National Gender Policy, the Mozambique government recognizes the need to sensitize communities about certain negative traditional practices, in order to address issues such as HIV/AIDS and sexual reproductive health rights, and to guarantee gender equality and equity.

**Health**

– Health Sector Policy includes school health, using mobile brigades, which are not sufficiently resourced;

– Health Strategic Plan for Inhambane – revitalisation of activities in schools; “teacher friends” training in schools, mobile brigades, attendance on youth at SAAJ (youth counselling unit), training community health agents in sexual health package; supervision; 2017 targets not financed

**Education**

– The PEE (2012-2016) highlights school health in terms of school production, feeding and nutrition and school sports. Sexual health and schools as safe spaces are seen as cross-cutting issues which are seen as “a responsibility entrusted to all”

– The still active Decree 39/2003 stipulates that pregnant girls have to leave their class and attend night school, and culpable teachers expelled. Efforts over the years still await a change in the decree.

**Justice**

– Police Victim Support Centres operate throughout the country to enable complaints against and reporting of violence; numbers are rising, but access and openness is limited.

Stakeholders and complementarity: Other projects and coordination arrangements which affect the project include the Social Action multisectoral group for early marriage at district level and the Coalition for the Elimination of Early Marriage (CECAP). Other INGOs provide an opportunity for national level networking and experience sharing. The Health Directorate has a strong and ambitious action plan for 2017, including SRHR services for youth, but inadequate resources to achieve it. Provincial Education and Human Development Directorate (DPEDH) is currently being restructured, with limited institutional knowledge of school health development progress and activity. Within the Ministry of Gender and Social Action, there is weak government enforcement of legal provisions, information flows are limited and very often do not reach rural communities. Participation of civil society in public decision making is weak. Families and community members condone practices that harm their children, such as early marriage, due to prevailing social norms and lack of information on negative effects of these practices.

The rights holders, adolescent girls and boys, lack access to SRHR services and information regarding their rights, which has left many ill-equipped to protect themselves from unintended pregnancies, sexually transmitted infections and violence. Young people are often outside the limited information and communications flows, where they exist. Sexual and reproductive health is now included on the curriculum for secondary school pupils, but it is increasingly recognised that this formal sex education is inadequate and too late. Younger children need to be given the opportunity to learn about their rights and their options for the future, so that they are ready to decide for themselves when faced with threats against their sexual rights. Due to their extremely precarious situation, adolescent girls with disabilities are especially vulnerable, due not just to their low levels of knowledge, but also because they are often in unstable, multiple sexual relationships and they have almost no influence over the use of condoms by their partners.

Plan has been recognized as a leading organization in championing girls’ and young women’s rights and empowering them. It is seen as a strong advocate for challenging and changing the gender norms and practices that drive gender inequalities\(^\text{104}\). Long term engagement in projects in Jangamo District means that Plan has worked across the sectors of Education, Health and Social Action and has built positive and productive relations with government at provincial, district and community levels, as well as other actors working in the area of SRHR and tackling sexual violence.

Associação Mahlahle, based in Maxixe, Inhambane in 1997, works holistically through developing close relations with government at district and provincial levels, and integration into the community, working closely with schools, health posts and key community members for promoting the rights of women and children, with an increasing focus on youth. They have also worked on access to SRHR services for youth.
Project description

The project has been shaped and influenced by Plan Mozambique's 18+ Ending Child Marriage project, the results from which indicate that girls in Inhambane continue to lack adequate and accurate information on sexual health and rights, and that their lives and futures continue to be compromised by the threat of sexual violence and harmful practices. There are only a few other NGO's working in Jangamo district, only Malaria Consortium and CCS (Centro de Coordinacao de Saude). The new four-year project will thus continue and complement Plan's own interventions in the rural communities of the district over the past 10 years.

The project will work directly with girls and boys, families and communities, civil society and duty bearers for the fulfilment of sexual and reproductive health and rights of young people aged from 10 to 19. It will challenge gender inequality and social norms, including gender based violence. This will include ensuring accessible comprehensive sexual education to gain knowledge, exploring values and attitudes, and developing the skills the adolescents need to make conscious, healthy and respectful choices about relationships and sexuality. Communities' awareness of their own rights and those of their children will be increased, and a strong focus will be on changing attitudes and behaviours where these are detrimental to SRHR. The project will work with civil society, strengthening it and uniting different actors to advance SRHR in communities and local government. In addition to being targets of advocacy, duty bearers will be supported to fulfil their obligations and improve SRH service provision.

Results and key strategies

The project aims for the empowerment of adolescent girls to enjoy their sexual & reproductive health and rights, free from harmful practices in societies where gender equality is realised. The four outcomes are each related to a different target group. The outcomes, the related outputs and strategies are explained below.

Outcome 1: Adolescent girls, including those vulnerable to exclusion, and boys, increasingly adopt knowledge, attitudes and behaviours supporting informed decision making and realising their SRH rights.

The outputs related to this outcome are:
- Girls, especially those vulnerable to exclusion, and boys peer-to-peer support to stand for girls' rights established
- Girls' awareness raising on SRHR and utilizing menstrual hygiene and dignity kits carried out

A key approach for working with the adolescents will be Plan International's Champions of Change model, an intensive program engaging girls and boys in critical reflections on gender dynamics. The program supports girls in building their skills and capacities in their process towards empowerment, and contributes to developing a real understanding amongst adolescents about the impact of their cultural, social, and personal contexts for changes in norms, attitudes, and behaviours. Champions of Change puts the girls and boys at the centre of the intervention, making them the driving force for change, instead of seeing them solely as the target. The participants will carry out outreach activities in their communities and beyond, provide peer-to-peer support, and participate in project activities under other outcomes. The Champions of Change groups will meet weekly, and be based in the communities. Younger girls will be reached through primary schools, but in order to maximise scope to reach out of school girls and others at risk of exclusion, such as girls with disabilities, older girls will be reached through their communities, as opposed to the common access point of secondary schools.

Outcome 2: Families and communities increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them.

The outputs related to this outcome are:
- Awareness raising of men, women and leaders regarding SRH, gender based violence and harmful practices conducted
- Parents, community leaders etc. engaged in taking supportive action on issues of SRH
- Savings groups and sustainable economic activities supported to build resilience, social safety nets and positive incentives for ending harmful practices

The families will be engaged in recurrent dialogues about SRHR, together with community leaders, religious leaders, community health workers/volunteers, child protection committees and other relevant individuals, together with the Champions of Change participants and other adolescents. Economic resilience of the adolescents and their families will be supported by setting up new Village Savings and Loans
Associations with income generating activities such as production and sale of reusable menstrual pads. The project will also link with the Early Childhood Care and Development project from the previous MFA Finland program, supporting the existing VSLA and IGA of the centres’ parenting groups, and integrating in these young mothers and their children. This will benefit both the previous project, increasing the sustainability of the ECCD centres, and new beneficiaries identified in the new project.

**Outcome 3:** Civil society mobilises support for the realisation of girls’ SRH rights through advocacy, engagement and influencing social norms, attitudes and behaviours related to SRHR issues

- Networking and linking with CSOs that advocate for girls’ rights supported
- CS led actions initiated to influence and advocate for SRHR issues at different levels and to disseminate laws and policies around protection of girls
- Engagement of girls, especially those vulnerable to exclusion, and boys in decision making and views expression established through different platforms
- Evidence based information on SRH issues is used by key actors for advocacy to Government

Engaging and strengthening the capacity of civil society actors, not only formal CSOs but also informal, community based organisations, will be crucial in building a social movement to support SRHR of girls and boys. Cooperation among the different actors will lead to improved local dissemination of laws and policies around SRHR, and will also be important for collecting evidence based information on SRH issues to be used by key actors for advocacy. The Champions of Change participants will be closely involved in this work, to ensure that the voices of the adolescents themselves are heard. Girls and boys will be supported to participate in decision making and to express their views through different platforms, such as the Youth and Child Parliaments.

**Outcome 4:** Government duty bearers’ improved policy implementation, and provision of quality services and interventions to realise girls’ SRH rights

- Quality and provision of SRH services and information through capacitated and sustained local service delivery models (CBOs etc., health workers, mid-wives etc.) or other type supported
- Service Providers’ resources and materials or infrastructure supported
- Complaint mechanisms related to SRH supported in terms of efficiency and effectiveness

Key local actors in SRHR issues and elimination of sexual violence, including teachers and school councils, health professionals, government officers, community leaders, and other relevant stakeholders will be trained. The project will work within current mechanisms, such as counselling units (SAAJ), community health committees (CHCs), school corners (“cantos”; safe spaces in secondary schools where adolescents can get counselling on SRHR issues), and complaints mechanisms at school level, where these operate; where they are weak or non-existent, the project will advocate with local government for their improvement. Materials will be provided where lacking.

For wider awareness raising in the district, and to complement activities under all four outcomes, the project will develop/adapt and distribute IEC materials and establish a community radio, which will be used not only for sharing information on SRHR, but also for other issues of interest to the population. The radio will be of great value in relation to resilience and disaster preparedness, and the project will work with the radio in this as well (more on resilience under sustainability).
Key milestones for project implementation

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<tr>
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<td>Course completion</td>
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<tr>
<td></td>
<td>Outreach – including involvement of girls and boys in platforms eg. Youth and Child Parliaments</td>
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<tr>
<th>IEC</th>
<th>Materials adapted and ready for use with target groups</th>
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<tbody>
<tr>
<td></td>
<td>Use of technology for information exchange, including community radio established</td>
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<tr>
<td></td>
<td>Organisation of spaces for IEC dissemination (schools; SAAJ; local government; community spaces)</td>
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<td></td>
<td>IEC distribution and use including use of community radio</td>
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<td></td>
<td>Feedback on IEC materials and their use (including methodology) for future sustainability</td>
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<td>Use of IEC with CSOs and CSO networks</td>
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<tr>
<th>Dialogues</th>
<th>Training of actors (health workers, teachers, community leaders, others)</th>
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<tr>
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<td>Building dialogue and interaction between CSOs on SRHR issues</td>
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<td></td>
<td>Dialogue events in communities</td>
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<tr>
<td></td>
<td>Feedback, review and adaptation of dialogue format and implementation for future sustainability</td>
</tr>
</tbody>
</table>

Summary of risks and risk responses (Risk Matrix in annex)

- Flood / cyclone: project will contribute to improved resilience at district and community level
- Exchange rate fluctuations: contingency in budget; contingency for reduced intervention
- Youth drop out from Champions of Change programme: integrate retention focus into facilitator TOR
- Lack of availability of suitably qualified facilitators: contact with earlier successful facilitators
- Weak parental commitment: facilitators monitor commitment and are proactive to address issues
- Partner lacks competency and experience: regular and consistent monitoring, and clear and frequent communications between Plan and partner
- Lack of understanding/acceptance of Plan’s message of promotion of SRHR, with potential for accusation of promiscuity: early, regular and proactive engagement with stakeholders on the core message of SRHR
- District and / or provincial government do not engage: early engagement on ongoing consultation with key duty bearers to ensure strong communications and shared ownership
- Transfer of trained duty bearers: additional trainees included on all training events

Implementation arrangements

Plan will implement the Champions of Change component and manage the project as a whole, using its experience to ensure synergy within the project and between Plan and the implementing partner, and support the further development of the partner in its networking and advocacy capacity. The partner Mahlahle, using its strong expertise in working with communities for girls’ SRHR, will be responsible for the community dialogues, training of duty bearers, networking with the civil society and advocacy, and IEC, all in close cooperation with Plan.

Important government partners include the local representatives of Ministries of Health, Education, and Gender and Social Action. As described above under stakeholder analysis, they all have weak capacity and/or very limited resources for SRHR service provision, and strong capacity building and advocacy is needed for their effective engagement in the project.

The project will link with other actors through Plan Mozambique’s participation in networks, such as the National Coalition to End Child Marriage (CECAP), Civil Society Network for Children’s Rights (ROSC), Child Help Line (CHL) and Movement of Education for All (MEPT) in Mozambique as well as Keeping Children Safe internationally for two-way sharing of information and learning. Child Parliament will provide a platform for the girls and boys to engage in leadership and participation.
Transparency and feedback mechanisms with stakeholders and communities will include annual two-way feedback meetings to outline successes, challenges and suggestions. These meetings will include partners, community members, children/youth and any government departments holding an MoU with the project. Prior to finalisation of the project plan, including the financial component, district and provincial governments will be consulted.

Use of existing technology, such as the SMSBIZ, a tool for the girls and boys to learn about SRHR through mobile technology, will be promoted. A solar media backpack will enable use of multimedia in information sharing and awareness raising by the Champions of Change groups. Community radio will be set up on a simplified basis, for operation by community members, including the Champions of Change groups. The project will also contribute towards Plan Mozambique’s advocacy for policy change through the collection of evidence at local level. At local and provincial levels, advocacy is built into the project. The project will work with local civil society to advocate at local level for improved support to girls in SRHR, and also bring evidence for advocacy at national level.

This project was formulated through a broad consultation process, as well as field visits to the Maxixe, in Inhambane. Visits were also made to the district of Jangamo and government offices in Inhambane, Maxixe and Jangamo. Girls involved in the AMOR project were consulted. The district director of health, and the provincial focal point for school health attended the workshop held with Plan staff to gather information and explain the project purpose and background. District authorities on Education and Social Action departments as well as the District Director were consulted. At Provincial level, Social Action focal group including the Director were engaged. The implementing partner, Mahlahle, participated as well as HOPEM, a local NGO with which Plan worked on the 18+ programme. At national level, one-to-one meetings were also held with ROSC and CECAP, FORCOM and Pathfinder International. Email consultation was done with UNICEF on the Geração Biz and SMSBIZ projects.

### Work Plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Anticipated output</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inception</strong></td>
<td>Jan-Oct 2018</td>
<td>Project team trained, stakeholders involved, M&amp;E plan with tools finalized, IEC materials ready to be distributed</td>
<td>Plan &amp; Mahlahle</td>
</tr>
</tbody>
</table>

**OUTCOME 1**

- **Champions of Change groups for girls and boys**
  - Oct 18 – Dec 21
  - 300 CoC graduates (150 girls, 150 boys); 3000 adolescents reached by CoC through peer to peer support
  - Plan

**OUTCOME 2**

- **Community awareness raising and dialogues**
  - Oct 18 – Dec 21
  - Increased understanding and economic opportunities to support girls SRHR
  - Mahlahle

- **Economic activities: VSLA & menstrual kit production**
  - Year 1 support for existing VSLAs
  - Plan

**OUTCOME 3**

- **Networking with local civil society, dissemination of laws and policies on SRHR**
  - Jan 19 – Sept 21
  - Local civil society active in defense of girls SRHR; social movement for girls
  - Mahlahle

**OUTCOME 4**

- **Distribution of IEC materials on SRHR**
  - Oct 18 – Dec 21
  - Quality IEC materials available in relevant spaces
  - Mahlahle

- **Training of SRH service providers**
  - Once a year Y1, Y2 & Y3
  - Reliable, adolescent friendly SRH services
  - Mahlahle

- **Establish community radio**
  - 2019
  - Installed
  - Operators trained
  - Operating
  - Mahlahle

- **Gathering stories and data around SRHR**
  - continuous; at least twice per year
  - Evidence from project used in defence of girls’ SRHR locally and nationally
  - Mahlahle

Plan will support and supervise the partner in all activities as per need.
Baseline, monitoring, reviews and evaluations will be done according to the cycle of the overall programme. The Systematic and high quality project monitoring will gather valuable information from an area where there is currently a serious lack of reliable data, and will enable learning regarding the situation of girls SRHR in Jangamo. The Champions of Change model will be implemented in other projects implemented by Plan in the Program Unit in Nampula, providing an opportunity for exchanging experience and learning.

Sustainability

Sustainability will be considered throughout implementation, right from the start. On the basis that sustainability depends on the local environment and people, the baseline study will specifically address sustainability. A withdrawal process will be built into the project strategy; each output will have a withdrawal activity included, and budgeted for. Sustainability review and development benchmarks will be built into the project on a biannual basis years 1-3, increased to three times in year 4, covered within monitoring and review meetings with stakeholders.

Working with permanent community structures and services increases sustainability. Targeted agents of change for dialogues and service provision, especially Massungukates (respected ladies in the community who give counselling to girls and women) and Community Health Committees and Child Protection Committees, APEs (Community health focal points), teachers and health post personnel will be mentored. Scope for sustainability will be maximised by these change agents themselves identifying SRHR problems and solutions, and directing people’s attention to these. Both planning and implementation of all project activities will involve duty bearers and stakeholders where appropriate. The balance of leadership in activities will be gradually moved from the project to the community and duty bearers with the aim that, by the end of the project, activities will continue under local leadership, with “built-in redundancy” on the part of the project.

Resilience is a key part of sustainability. The main approaches to address resilience in the project are the Village Savings and Loan

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**Budget**

<table>
<thead>
<tr>
<th>Budget</th>
<th>Direct programme costs</th>
<th>Euros</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Programme activities</td>
<td>347 250</td>
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<tr>
<td></td>
<td>Human resources</td>
<td>583 380</td>
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<td></td>
<td>Travel &amp; transportation</td>
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<td></td>
<td>Equipment &amp; supplies</td>
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<td>M&amp;e &amp; audits</td>
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<td></td>
<td>Knowledge, research &amp; ict4d</td>
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</tr>
<tr>
<td></td>
<td><strong>Total direct programme costs</strong></td>
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<td><strong>85 %</strong></td>
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<table>
<thead>
<tr>
<th></th>
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<th>% of total</th>
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</thead>
<tbody>
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<td>Human resources</td>
<td>152 790</td>
<td>11 %</td>
</tr>
<tr>
<td></td>
<td>Office costs</td>
<td>41 670</td>
<td>3 %</td>
</tr>
<tr>
<td></td>
<td>Equipment &amp; supplies</td>
<td>13 890</td>
<td>1 %</td>
</tr>
<tr>
<td></td>
<td><strong>Total apportioned</strong></td>
<td><strong>208 350</strong></td>
<td><strong>15 %</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Grand total</strong></td>
<td><strong>1 389 000</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>
Associations and related income generating activities, such as the production and sale of menstrual pads for economic resilience of the families and adolescents. The existing groups will be trained using on the resilience toolkit of Plan International. Also, community radio will be used for disseminating messages on impending disasters. The lack of community radio at the time of Cyclone Dineo in February 2017 meant that many Jangamo communities could not be forewarned of impending disaster. By being the vehicle for the introduction of community radio, the project will contribute significantly to increased access to information on potential disruption/disaster. The radio will enable government to reach the rural communities in Jangamo to give early warning of disaster. Plan Mozambique will integrate the community radio into its resilience building intervention beyond the scope of the project, and will contribute to community wide information and experience sharing for flexibility, diversity and preparedness. The project will focus in particular on ensuring that girls and boys are informed about potential disruptions, in particular but not only, in relation to their sexual health and rights, and how they can best be protected at such times.

**Champions of Change** to be undertaken in two overlapping cycles. This will enable gradual, planned phase-out of project support and use of lessons learned from the first cycle. Future plans for advocacy and SRHR awareness raising activities will be part of the outreach phase of the programme. The Cycle 1 Champions will be used as mentors for cycle 2. Also for community dialogues, phase out will be planned from project start. From first training and dialogue, individuals will be identified, trained and mentored so that they gradually lead the training / dialogue. By the end of the project, these individuals will lead and report on dialogues in the community. The IEC materials will also be simple and cheap to replicate for continued production and distribution at SAAJ, Cantos and in the community after project end; production and distribution will be phased out from year 3 of the project, and local production and distribution supported by the project, gradually phasing out. Effectiveness of local IEC will be monitored, and supply and dissemination supported on an increasingly reduced basis.

**LAOS**

**PROJECT NAME**

Anakhot khong-khoi - My Future

**LOCATION**

Houn District, (Plan Laos PU Oudomxay)

**NUMBER OF BENEFICIARIES**

Direct – 14,234; Indirect – 74,354

**BUDGET:**

2,840,000 Eur

**PARTNERS:**

Promotion of Family Health Association (PFHA)

Gender Development Association (GDA)

**Executive Summary**

Despite impressive progress in economic and social development since the introduction of economic reforms in the Lao PDR since the mid-1980s disparities in wealth and social indicators are widening. Lao PDR’s population is young with 50% being under the age of 23.5 years. Ethnicity, correlated strongly with location factors, is a major poverty determinant. Social and poverty differentials based on gender are substantially higher among ethnic minority communities. Taken together, education indicators for ethnic minority rural women remain among the lowest in East Asia.

The equal rights and participation of women and men in economic, social and political life is supported by the Constitution, various national laws and policies, and international treaties such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Despite improvements, wide gender disparities exist with the poorest indicators typically found amongst rural non-Lao ethnic groups.  

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105 Population Census 2015.

Programme of Plan International Finland 2018-2021
Lao PDR has one of the highest adolescent birth rates in the region, 94 births per 1000 girls (age 15-19). While rates of teenage pregnancy and child marriage are high in Lao PDR, these drop sharply with educational attainment. Teenage pregnancy is resulting in child marriage, school drop-out and increase in maternal and child malnutrition. Although data is unavailable, the highest teenage pregnancy rates are likely to be found within rural, ethnic minority groups. Similarly, child marriage also leads to increased rates of teenage pregnancy, school drop-out and maternal and child malnutrition.

The proposed project overtly seeks to engage in gender transformative programming in support of Plan’s new Global strategy and is designed to do so in a manner that builds the rights of adolescent girls and reduces discriminatory social norms associated with reproductive and sexual health. The project will seek to address two key broad challenges:

- High levels of adolescent pregnancy and marriage resulting from limited exposure to accessible reproductive and sexual health services and education; and
- Traditional gender norms, attitudes and behaviours that mitigate against girls achieving their full potential on an equitable basis with boys.

The project will be located in Houn District, Oudomxay province. Located in the central northern region of Laos Oudomxay is largely ethnic minority populated, has experienced significant inwards investment and migration from China, has seen substantial livelihood transition towards a cash economy and is known as the cross-roads of the north.

The project design builds upon Plan’s work on maternal, newborn, and child health, and adolescent life skills in similar rural areas of northern Laos and is informed by an emerging partnership with UNFPA in addressing high rates of teenage pregnancy and child marriage.

The project was designed, and will be implemented, in partnership with two local civil society organisations (CSO’s); Promotion of Family Health Association (PFHA – a member of the IPPF group) and Gender Development Association (GDA – the leading gender focused CSO in the country). Both CSO’s will have a clear component implementation responsibility within the project building on their specific expertise and interest. The project also supports them to fulfil their medium and long term organisational plans through strengthening their ability to engage in advocacy and other actions in support of project objectives.

As such the project operates at both local and national levels. It seeks to draw on Plan Laos’ experience empowering the voices of girls at the local level, with actions at national levels. This linking of project supported advocacy actions to the real life experiences and priorities of ethnic adolescent girls lies at the centre of the design. The projects impact goal is that Adolescent (10-19 years) girls, especially from ethnic minorities, adolescents with a disability, are empowered in their sexual and reproductive health in societies that value girls. This impact goal will be achieved through four outcomes:

1. Girls adopt attitudes and use relevant information, skills and services to support realisation of their SRH rights.
2. Improve the community and social environment for adolescent girls such that it supports the realisation of girls’ equal opportunities and rights to SRH
3. CSOs’ strengthened to promote norms, attitudes and practices supportive of gender equality and Adolescent SRH.
4. Government duty bearers have strengthened ability to implement policy related to girls SRHR in Houn District.

At community and school levels the project seeks to create an environment that enables and supports girls to claim their reproductive and sexual health rights through actions that:

- Increase knowledge, awareness, and agency of youth in and out of school in understanding and realizing their SRHR in a manner that supports gender equity.
- Build parental and elder awareness of gender and SRHR issues faced by adolescents, in particular girls, and foster support for their rights.
- Build influential village leader awareness of gender equality and SRHR under Lao law and policies and their duties to support these rights.
- Increase access to SRHR information and services from front line health care providers.
- Improve tangible school water and sanitation services in a manner that best meets adolescent girl’s needs.
The project will contribute to improvement in the currently extremely limited knowledge base on adolescent girls’ SRHR experiences and status, especially among ethnic minority groups. Facilitating change the project will build, potentially with UN partners, an evidence base on promising, widely identified key intervention areas with high potential for wider adoption and up-scaling. In doing so the project contributes to the goal’s identified in Finland’s Development Policy, particularly to Finland’s commitment towards Sustainable Development Goal 5: Achieve gender equality and empower all women and girls.

Background

Lao PDR ranks 141 of 188 countries in the Human Development Index. The Lao People’s Revolutionary Party (the Party) leads the government with all branches of government and mass organizations subordinate to the Party. Media is highly controlled and as the Party controls all state institutions, there is little space for broader civic participation outside of the Party structures. With a population of 6.7 million, the country is sparsely populated. Ethnicity, correlated strongly with location factors, is a major poverty determinant in Lao PDR. Nearly one in two non-Lao-Tai live in poverty. Social and poverty differences based on gender are substantially higher among ethnic communities. Education indicators for non-Lao-Tai rural women remain among the lowest in East Asia. The project will seek to address two key broad challenges:

- High levels of adolescent pregnancy and child marriage resulting from limited exposure to accessible reproductive and sexual health services and education and
- Traditional gender norms, attitudes, and behaviours that mitigate against girls achieving their full potential on an equitable basis with boys.

Key national policies which relate to the project are as follows: The National Reproductive Health Policy (2005) includes a brief section on Adolescent Reproductive Health (ARH). The National Commission for the Advancement of Women (NCAW), was established in 2003 as the national focal agency for gender mainstreaming in development policies and programs. Committees for the Advancement of Women (CAW) have been established in all Ministries and at sub-national levels (Sub-CAW) and have responsibility for pursuing gender equality and fulfilling obligations under CEDAW.

Plan Laos has a deep commitment to gender transformative programming and all of its programs contain strong gender themes. Within the reproductive and sexual health sector this program will build on Plan Laos experience in MNCH and Nutrition which includes extensive experience at working with and through front line health service providers at village cluster levels and developing the supportive supervision of such staff by district level health officials. Lessons learnt from previous work include:

- School based adolescent peer educators were an effective means for the dissemination of key messages to adolescents from ethnic minorities who may have limited Lao language skills.
- Efforts to encourage changes in attitudes and behaviours need to be complemented with actions that address associated and highly tangible basic needs.
- Addressing heavy workload of girls and women are essential if progress is to be made in advancing gender equality and rights.
- A Plan study on adolescent girls recommended that Life Skills Education and education programs in reproductive health be considered in communities and schools.

Context and stakeholder analysis

In Lao PDR unwanted pregnancies and STIs have a high prevalence. Youth use of contraceptives is low, a cross-sectional study reported that 51.7% did not use a condom during the last sexual intercourse. Child marriage, often the result of teenage pregnancy is still common in Lao PDR. The legal age to marry is 18, but LSIS (2011) found that, 8.9% of females and 2.6% of males were married by age 15 and 35.4% of females and 12.7% of males were married by age 18. As a result, Lao PDR has one of the highest adolescent birth rates in the

108 Ibid
region, 94 births per 1000 girls (age 15-19). A 2011 Plan study\textsuperscript{109} on mostly ethnic adolescent girls in a rural area of northern Laos found “the practice of marrying at an early age, between 14 and 16 years is common, girls feel mature enough for marriage at this age and finding a marriage partner becomes a focus of their lives at this time... Most parents, following their cultural traditions and practices, encourage their girls to marry during their teenage years.”

Gender gaps are narrowing in primary and secondary enrolment, but challenges persist in education completion and girls are still more likely to be left behind, especially in rural areas. A 2009 survey by the Gender Resource Information and Development Centre shows that one in five of the women surveyed reported having experienced physical violence by a domestic partner at some time in their lives, and about half of this group reported that they were currently experiencing physical domestic violence. Persons with disabilities in Lao PDR face multiple barriers to participate in social and economic life. They face widespread discrimination, ignorance and negative cultural stereotypes with girls with disabilities affected most.

The legal framework for promoting gender equality in Lao PDR is strong. Lao law increasingly recognizes women’s rights, particularly with the adoption in recent years of Laws on Development and Protection of Women (LDPW) including the Law on Preventing and Combating Violence against Women and Children and a National Action Plan on Preventing and Eliminating Violence against Women and Violence against Children. The reproductive health policy (2005) of the Ministry of Health describes a number of broad objectives\textsuperscript{110} supporting SRHR including, however implementation of activities in support of these objectives has been patchy at best with typically few if any of the proposed actions actually being implemented.

Our partner, Gender Development Association (GDA), has a coalition of agencies within its ‘network’ comprising national and international NGO’s. GDA seeks to support these agencies to improve gender programming and in turn these agencies support GDA. At national level to follow up on CEDAW commitments there is the National Committee for the Advancement of Women (CAW) established within the Prime Minister’s Office and sub-CAW structures within each line ministry and also at provincial levels. The Gender Network is an informal grouping of NPAs INGO’s and Development Partners interested in supporting work on gender in the country that serves as an informal coordination and information sharing facility. The project will build on Plan’s recently commenced partnership with UNFPA. Plan Laos and UNFPA are currently designing a joint adolescent girls’ situational analysis framework for girls in Bokeo province. The design is being built for replication in other provinces and countries and will inform design of baselines, project designs, research, and other activities.

Village cluster level health centres (HC’s) are duty bearers for the provision of SRHR information and services to adolescents. Midwives have a responsibility to provide information and services relating to family planning but this role is poorly developed with most midwives having limited skills and knowledge in undertaking this work. Schools are duty bearers for the provision of SRHR education but typically this is not provided due to teachers limited skills in session planning and inability to utilise UNFPA promoted materials\textsuperscript{111}. At district levels the District Health Office (DHO) has responsibility for the implementation of all health services. However skills in reproductive health are limited and supportive supervision visits to HC staff are only very rarely undertaken and with limited if any attention paid to SRH.

Plan Laos and partners are in a good position to implement this project. Plan Laos education programme is expanding into secondary education with a focus on gender equality and protection. Plan’s health programme includes sexual and reproductive health, especially for adolescent girls and young mothers, and advocacy and influencing is ongoing on girls’ education and nutrition. Plan Laos has a strong focus on local civil society partnership, and long-term partnerships have been developed through the health programme, and in our work on gender and labour rights in the commercial sector. Plan Laos has a strong reputation in the education sector and is leading two education consortia, the largest bilateral aid program to the primary education sector in the country, LEARN and BEQUAL. Over the last three years Plan has also led the establishment of an important civil society platform for coordination, policy advocacy, and influencing – the Scaling Up Nutrition Civil Society Alliance (SUN CSA)\textsuperscript{112}.

\textsuperscript{110} Reproductive Health Policy, Ministry of Health 2005, pg. 10.
\textsuperscript{111} Pers comm. Mandira Paul, UNFPA, 24/4/17.
\textsuperscript{112} For more information go to www.scalingupnutrition.org and www.suncsalaos.org.
The government passed a Decree on Non-Profit Associations (NPAs) in 2009 providing the first framework for civil society organisations in the country. As a result of the relatively recent framework, civil society in Laos remains generally small and with limited capacity. This project will very deliberately seek to build capacity of our two partner NPAs in areas of priority for them and in such a way that contributes to the project’s overall objectives.

Gender and Development Association (GDA) has a membership of 37 individuals and a network of 24 member organisations, including Plan and a range of other INGO’s. GDA is heavily engaged in campaign and other actions to prevent violence against women (VAW) and in “Convention on the Elimination of all Forms of Discrimination against Women” (CEDAW) implementation in Laos. Promotion of Family Health Association (PFHA) grew out of a local association formed to support the work of the International Planned Parenthood Federation (IPPF). PFHA outcomes critical to this project are Outcome 1) Advocacy with a focus on policies and laws supportive of sexual reproductive health and rights and Outcome 2) To empower 100,000 young people with positive sexual and reproductive health and rights education. PFHA have considerable experience in building the capacity of front line health service providers in different technical areas including SRHR promotion and will build upon this experience and resources in the current design.

The design process focused on the engagement of CSO partners with experience in the project target area. Significant time was invested in ensuring their full participation in the project design process and in building the design around their priorities. Meetings were also held with UNFPA to discuss areas of convergence and the possibility for collaboration in implementation. A diagnostic assessment and baseline study has been built into the design with the results of such feeding into annual planning exercises and activity implementation. Consultation meetings will be held at Provincial and District levels with the Health departments and with other anticipated key local actors, in particular the Lao Women’s Union and Lao Youth Union. This consultation process will enable all key organisations to understand the design, contribute to any required changes and to build local level support for the project ahead of the required formal MoU process.

**Project Description**

The project will be located in Houn District in Oudomxay province, located in central northern Laos and will operate for 48 months. Through this gender transformative project Plan Laos seeks to transform the underlying social norms that contribute to high rates of adolescent pregnancies and child marriage and empower youth to realise their rights to SRH information, advice and services. The project will take a comprehensive approach and seek to develop support for gender equality and adolescent SRHR amongst adolescents themselves, community members and community leadership. The project thus seeks to promote attitude and behaviour change through a set of mutually reinforcing actions at community and individual levels. To contribute to societal wide change the project will build partner CSO capacity to engage in advocacy actions and then support them to undertake a structured program of actions to influence policy and practice at both national and subnational levels using evidence gained through research activities and responding to girls own stated priorities.

Girls are central to the design and the project will seek to build, through multiple activities, girls’ confidence and abilities to realize their sexual and reproductive health rights. Girls will be engaged in project review and planning exercises through an annual consultation exercise at community levels. Through these and other processes confident girl leaders will be identified and supported to play a larger role in more formal project planning and review exercises to ensure girls’ voices are heard and priorities acted upon.

The projects core strategy is to work with CSO partners in activity implementation at community levels drawing upon their relative strengths and institutional linkages and experience. In this way working through district and community health services will be under taken by PFHA with a comparative advantage in such. Building village leadership understanding of gender issues and SRHR and associated community level events will be undertaken by GDA as this activity builds on their existing program experience in subnational settings of similar nature. Despite these roles Plan recognises that our CSO partner skills and capacities are limited and as such Plan will support implementation at key stages especially around the design of training programs to ensure that participatory and effective training approaches are utilised.

**Description of the project logic, Results Chain/ Theory of Change / Results and key strategies**

The projects impact goal is: “Adolescent (10-19ys) girls, especially from ethnic minorities, and adolescents with a disability, are empowered in their sexual and reproductive health in societies that value girls.”
This impact goal will be achieved through four outcomes:

1. Girls adopt attitudes and use relevant information, skills and services to support realisation of their SRH rights.
2. Improve the community and social environment for adolescent girls such that it supports the realisation of girls' equal opportunities and rights to SRH.
3. CSOs strengthened to promote norms, attitudes and practices supportive of gender equality and Adolescent SRH.
4. Government duty bearers have strengthened ability to implement policy related to girls SRHR in Houn District.

Through these outcomes adolescent girls will have developed increased confidence and appropriate attitudes to enable them to claim their SRH rights and will have improved access to information and services relating to their sexual and reproductive health from multiple sources. At the same time, peers, parents and community leaders will be supported to better understand girls' rights to such services and to create a supportive environment for girls in realising these rights. Peers, parents and community leaders will engage in actions that demonstrate the values of gender equality and do not tolerate gender based violence. At the society wide level there is a need for plans and policies to better reflect adolescent-friendly SRHR and the project will build the capacity of influential CSO actors to engage in the review of such. These CSO's will then be supported to directly engage in key, self-identified advocacy actions in support of adolescent SRHR. The theory of change for the project is thus structured through three mutually re-enforcing themes a) increased access to information and services b) a supportive social (family, peer and community) environment to utilise services and realise rights and c) a wider society context that better supports access to these services and associated rights.

These outcomes will be achieved through the following outputs:

**Output 1.1** Secondary school students’ knowledge and understanding of SRHR enhanced through in-school education sessions.

**Output 1.2** At least 2000 adolescent girls and boys reached through peer educators supportive of girl's empowerment and having awareness of SRHR.

**Output 2.1** Increase at least 60 village leaders understanding of gender equality and GBV under Lao law and appreciation of adolescent SRHR.

**Output 2.2** Parents and elders in at least 60 communities have increased awareness on women's and girls' rights under Lao law and adolescent SRHR through community level awareness events.

**Output 2.3** School Water and Sanitation facilities improved and more gender sensitive.

**Output 3.1** GDA's abilities supported to provide gender training services and policy engagement.

**Output 3.2** GDA and PFHA identify key areas for advocacy based on consultation exercises with adolescent girls and other key stakeholders and review of existing policy documents.

**Output 3.3** GDA and PFHA have been supported to develop skills in designing and undertaking targeted social research on key topics relating to adolescent SRHR.
Output 3.4 GDA and PFHA supported to design and undertake multi-level advocacy actions in support of Adolescent girls SRHR

Output 4.1 GDA and PFHA have trained provincial/district duty bearers to improve knowledge of, and willingness to support, girls SRH rights.

Output 4.2 Front-line health centre staff from health centres trained by PFHA to improve provision of adolescent girls SRH services.

Output 4.3 District Health staff provide supportive supervision to frontline health workers on girl’s SRH services.

The project will take an inclusive approach through ensuring that adolescents with disabilities are included in the Peer Educator work for example and that they are supported to participate in community events organised by village leadership and youth. Inclusivity is also central to the project through its focus on girls from non Lao-tai ethnic groups or ethnic minorities. Girls from these groups are perhaps the most disadvantaged population group in the country.

The project will adopt and pilot in Laos a Peer Educator program which will support youth to actively examine and reflect how gender norms and power imbalances are present in their own lives. Youth participating in the Peer Educator processes will be supported to engage in community level event planning and execution designed to highlight gender issues and act as advocates for gender equality within and beyond their community. Plan will work with the education bureau and the Lao Youth Union in curriculum development and in undertaking the activity. The results of this program will contribute to UNFPA efforts to develop a national approach to youth peer education on SRHR. Technical reviews have been scheduled to directly enable such contributions to be made, with UNFPA representation on such reviews sought. Also, as we receive feedback from young people on the CSE materials and their suggestions for improvement, we will coordinate a dialogue on these with the Education Bureau, the Lao Youth Union and other relevant stakeholders, in order to enhance our accountability to young people in a meaningful way.

The project explicitly seeks to build upon and support work undertaken on adolescent SRHR by UNFPA and will explore ways to develop a partnership on such. Specifically the project will:

- Utilise and adapt UNFPA developed materials for teachers on comprehensive sexuality education.
- Coordinate with UNFPA in the development, implementation and assessment of the peer education approach and curriculum in support of UNFPA wider goals on such.
- Engage UNFPA in CSO advocacy planning and implementation of advocacy actions.

Key milestones for project implementation are:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Baseline survey completed</td>
<td>Month 08, 2018</td>
</tr>
<tr>
<td>2. M&amp;E system designed</td>
<td>Month 12, 2018</td>
</tr>
<tr>
<td>3. MOU signed</td>
<td>Month 6, 2018</td>
</tr>
<tr>
<td>4. Teacher ToT for SRH education in the classroom finalised</td>
<td>Month 12, 2018</td>
</tr>
<tr>
<td>5. Peer Educator curriculum finalised</td>
<td>Month 12, 2018</td>
</tr>
<tr>
<td>6. Village leader training program finalised</td>
<td>Month 2, 2019</td>
</tr>
<tr>
<td>7. Drama show scripts developed</td>
<td>Month 4, 2019</td>
</tr>
<tr>
<td>8. Girls school WASH needs assessment undertaken</td>
<td>Month 4, 2018</td>
</tr>
<tr>
<td>9. First girls’ consultation event held</td>
<td>Month 12, 2018</td>
</tr>
<tr>
<td>10. Health centre staff adolescent SRHR training program designed</td>
<td>Month 8, 2018</td>
</tr>
<tr>
<td>11. Advocacy Action Plans finalised.</td>
<td>Month 8, 2019</td>
</tr>
<tr>
<td>12. Technical reviews of school based SRHR and Peer Educator programs undertaken</td>
<td>Month 6, 2020</td>
</tr>
<tr>
<td>13. Mid-term review undertaken</td>
<td>Month 2, 2020</td>
</tr>
<tr>
<td>14. Repeat baseline and final evaluation</td>
<td>Month 12, 2021</td>
</tr>
</tbody>
</table>
Key contextual risks exist around advocacy and Peer Educator actions within the project vis-a-vis the political context within Laos, government concerns about social mobilisation and the lack of key fundamental human rights e.g. freedom of association. These risks need to be managed carefully with project partners to ensure that actions taken by the project are locally known and approved. Peer Educator adaptation will be undertaken in partnership with LYU to ensure such issues are avoided and an appropriate approach is taken.

Technical and financial risks associated with the capacity of CSO partners to develop and implement effective training programs exist and will be managed through the provision of technical assistance to these partners and the close monitoring of training program designs developed by project management. Formal endorsement of the Provincial or District authorities for the project will be sought following final design submission to Plan Finland through a senior Plan Laos management visit to Oudomxay Province and holding meetings with the key stakeholders namely: Provincial Education Department, Provincial Lao Women's Union and Provincial Lao Youth Union. Based on prior experience it is not expected that these meetings will lead to significant design modifications or design objections, but they ensure stakeholder commitment to project activities.

**Implementation**

The project will be implemented by Plan in partnership with PFHA and GDA at a central level, in collaboration with the Provincial health department and the Ministry of Health. Plan will have a project team based out of the Plan office in Oudomxay and will undertake direct implementation of the projects Peer Educator activities with schools and will assist in the coordination of all activities within the project. Plan will also take lead responsibility for activities associated with outcomes 3 and 4 on CSO capacity building and advocacy and will lead engagement with GDA and PFHA on this through their Vientiane offices and staff. Capacity of most stakeholders requires substantial support.

The project will build on Plan's collaboration with UNFPA and will continue and expand this partnership towards the goal of realizing adolescent girls’ SRHR. The project will also collaborate with the LWU and LYU at local levels in activity implementation and through our CSO partners the project will collaborate with a wide range of stakeholders, including potentially National Assembly members and members of Committees for the Advancement of Women (CAW) at both national and subnational levels, in the design and implementation of advocacy actions.

The project will hold regular implementation meetings with youth, government and mass organisation counterparts for activity planning and will hold formal annual review and planning workshops with all project stakeholders in Houn including Provincial level representation. These meetings will present information on project activities over the past period, analysis of monitoring data and facilitate discussion on project plans for the following period and support required to enable this plans to be realised. The project also will share activities and results obtained with UNFPA, other INGO's, UN Agencies and Development Partners through the informal Gender Network which has both Plan and GDA as members. The project will also share experiences with other Plan Finland supported CO's under this program and the SRHR and 18+ communities within Plan.

Adolescents attending the Peer Educators sessions will be supported to develop outreach information and communication activities on the sessions and their experiences through the use of social media with project staff monitoring and contributing to such on a regular basis. Both PFHA and GDA will hold regular consultation events with adolescent girls from Houn district to feed their concerns and priorities into advocacy planning and execution events. Plan will encourage both CSO's to facilitate the active engagement of girls at such events, facilitated by the peer educator network established under the project. Project results will be documented and posted on the Plan Laos Facebook page by the Plan Laos Communications team on a regular basis in both English and Lao languages.
Work Plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Output</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCEPTION</td>
<td>Sept 2017 - June 2018</td>
<td>Project MOU signed, staff recruited and trained, partnership agreements signed with CSO's, baseline study completed, annual plan prepared, M&amp;E system designed. Consultant recruitment</td>
<td>PLAN</td>
</tr>
<tr>
<td>In classroom SRHR teaching</td>
<td>March 2018 – August 2021</td>
<td>Teacher training curriculum developed, IEC materials prepared, session plans developed, In classroom teaching undertaken. At least 2000 students reached through classroom sessions.</td>
<td>PLAN</td>
</tr>
<tr>
<td>Peer Education</td>
<td>March 2018 – August 2021</td>
<td>PE methodology and sessions designed, materials prepared, teachers trained, 225 PE’s selected and trained with regular follow up meetings held.</td>
<td>PLAN</td>
</tr>
<tr>
<td>Village leader training</td>
<td>Nov 2018 – Apr 2021</td>
<td>Village leadership training program designed and rolled out in 20 target communities with LWU. At least 3 leaders per village trained.</td>
<td>GDA</td>
</tr>
<tr>
<td>SRHR community events</td>
<td>Jan 2019-Oct 2021</td>
<td>Planning and play development, presentation of plays and associated community discussions in at least 20 village sites.</td>
<td>PLAN</td>
</tr>
<tr>
<td>School WASH</td>
<td>March 2018-Dec 2019</td>
<td>Assessment and construction of improved facilities in at least 12 sites.</td>
<td>PLAN</td>
</tr>
<tr>
<td>CSO Advocacy</td>
<td>July 2018 – Aug 2021</td>
<td>Consultation, planning, research and development and implementation of advocacy action plans.</td>
<td>PLAN, GDA, PFHA</td>
</tr>
<tr>
<td>SRH services and information through health centre staff</td>
<td>May 2018 – August 2021</td>
<td>Training curriculum developed and rolled out with staff from all 9 HC’s, materials provided, midwives supportive supervision planning and undertaken, SRHR services and advice provided to adolescents by midwives and other staff from nine health centres.</td>
<td>PFHA</td>
</tr>
</tbody>
</table>

Budget summary

<table>
<thead>
<tr>
<th>Direct programme costs:</th>
<th>In Euro</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme activities</td>
<td>852 000</td>
<td>30 %</td>
</tr>
<tr>
<td>Human resources</td>
<td>681 600</td>
<td>24 %</td>
</tr>
<tr>
<td>Travel &amp; transportation</td>
<td>113 600</td>
<td>4 %</td>
</tr>
<tr>
<td>Equipment &amp; supplies</td>
<td>56 800</td>
<td>2 %</td>
</tr>
<tr>
<td>M&amp;E &amp; audits</td>
<td>482 800</td>
<td>17 %</td>
</tr>
<tr>
<td>Knowledge, research &amp; ict4d</td>
<td>28 400</td>
<td>1 %</td>
</tr>
<tr>
<td>Total direct programme costs</td>
<td>2 215 200</td>
<td>78 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Apportioned costs:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td>426 000</td>
<td>15 %</td>
</tr>
<tr>
<td>Office costs</td>
<td>170 400</td>
<td>6 %</td>
</tr>
<tr>
<td>Equipment &amp; supplies</td>
<td>28 400</td>
<td>1 %</td>
</tr>
<tr>
<td>Total apportioned costs</td>
<td>624 800</td>
<td>22 %</td>
</tr>
<tr>
<td>Grand total</td>
<td>2 840 000</td>
<td>100 %</td>
</tr>
</tbody>
</table>
Monitoring, evaluation, accountability and learning (MEAL)

The project includes a significant allocation for MEAL systems strengthening as part of the overall efforts to improve Knowledge Management (see Chapter 7.4), for which Laos has been selected as the pilot country. Capacities on MEAL will be built at Provincial level in particular. The priority actions will follow recommendations from the knowledge management maturity assessment conducted in April-May 2017. Key priorities are to streamline data lifecycle processes; strengthen data processing and analytics; digitalise data collection, including qualitative data collection, and harmonise data storage processes, among others. All this is expected to help standardize key parts of the MEAL process, which in turn is expected to benefit also other countries in this Programme. As and when additional funding becomes available, the model piloted in Laos will be replicated and scaled up to other countries.

Baseline, monitoring, reviews and evaluations will be done according to the cycle of the overall programme. Project monitoring will include the use of android tablets and a digital tool for data collection and analysis. The key learning objectives of the project are as follows:

a. To what extent are the locally developed Peer Educator modules effective in Laos at building wider community and peer wide support for girl’s empowerment and realisation of their SRH rights?

b. To what extent do approaches to facilitate in-school SRHR integration into the national curriculum as envisaged by UNFPA work or should stand alone, out of curriculum sessions instead be promoted? How are UNFPA promoted materials best adapted to be most useful to teachers in session planning.

c. Do activities that focus on increasing village leadership understanding of adolescent girl’s rights translate into more supportive environments for the realisation of these and if yes, how can this be effectively scaled up?

d. Have CSO partners managed to construct effective advocacy actions and sustainable coalitions for change associated with support for adolescent girls rights and what next steps are required?

Sustainability

One key project strategy to ensure sustainability is through working closely with local CSOs and to build their implementation and advocacy capacity and experience including that associated with research activities. The project will support CSOs to develop their own advocacy plan for which they will feel ownership and have a wider organisational commitment to. At local levels skills will have been developed and attitudes changed, and these skills and attitudes will be sustained post-project and have the potential to grow through peer-to-peer learning and exchange. While it is not appropriate in the Lao context for the project to promote adolescents to claim their wider civic rights it is expected that increased confidence amongst youth will be a positive outcome in itself and support for girls’ empowerment amongst youth will have been built and be sustained.

Through close engagement of school teachers and the Lao Youth Union in the Peer Educators methodology, local capacities in its implementation will have been built. Plan will promote the wider adoption of the methodology by other stakeholders in partnership with UNFPA and it is hoped additional support can be provided to enable wider application in Laos. Improved knowledge, attitudes and practices of service providers, duty bearers, parents and adolescents themselves will continue beyond project and can be expected to sustain positive changes amongst the wider population over time.

Phase out activities will be built into each outcome area and will be undertaken in the final year. This will include working with district education staff, school head teachers and teachers, to develop and embed plans for the continuation of SRHR sessions in normal teaching programs to continue into the future. Secondly, we will work with peer educators to
look at how activities can be continued post-project through developing a new cadre of school youth to work as peer educators with teacher support and how best to enable continuation of peer educator outreach actions. In the final year of the project management will work with MOES and UNFPA to best ensure that learnings from the project are best captured and translated into follow on actions.

Resilience will also be an important element of sustainability. Reducing teenage pregnancy and child marriage will have a direct positive impact on resilience through improving girls’ ability to continue education and have expanded life choices. Research has shown a close link between teenage pregnancy in Laos and child malnutrition, as such reductions to teenage pregnancy rates should have a positive impact on infant nutritional status and thus improve the life chances for these infants, again increasing resilience.

Climate change is affecting Laos with farmers reporting changes to normal seasonal patterns of rainfall, pest infestations and the possibly more frequent extreme weather events. These changes will impact adolescents targeted by the project as current and future farmers. The project is expecting to utilise the peer educator networks established to support a conversation on this and ways of mitigating such risks with the support of Plan Finland specialist staff. Funds have been allocated within the budget to initially facilitate a study on the effects of climate change and adolescents right in the project location. Based on the findings, support actions will be developed with the project team to enhance project contribution to resilience related to climate change related changes in the context.
# COMMUNICATIONS, YOUTH PARTICIPATION AND GLOBAL CITIZENSHIP EDUCATION IN FINLAND

**PROJECT NAME**  
Realizing Active Global Citizenship in Finland

**PROJECT LOCATION**  
Finland (and Uganda)

**BENEFICIARIES**  
Action Groups Direct: 170 520  
Action Groups Indirect: 142 000  
Communication Direct: 300,000 (per year)  
Communication Indirect: 80 million (circulation of media hits)

**BUDGET**  
2,763,000 Eur

**PARTNERS**  
the University of Jyväskylä, Finland National Committee for UN Women, KEPA and Kehys, Plan International Uganda, Save the Children, World Vision, Unicef

## Introduction

Global challenges require global solutions. The universal Agenda 2030 for Sustainable Development has recognized the fact that it is no longer possible to consider development cooperation predominantly to be implemented in the developing countries without recognizing the influence of other countries to global sustainability[^113]. Both Plan International’s global strategy and the Finnish Government Report on Development Policy[^114] have put girls and women in the forefront of this development path by seeking to ensure human rights for all and achieving gender equality and the empowerment of all women and girls.

As the world today holds the largest population of children and young people ever witnessed, education and involving youth in advocating for change are prerequisites in realizing all other 17 goals of the agenda. The 21st century calls for globally minded youth that have the curiosity, emotional and critical thinking skills to engage in collective action to reach a more inclusive, peaceful and sustainable world[^115].

In achieving this, Plan International Finland, in collaboration with its partners, will provide an access point to development communication and active global citizenship that ensures the needed knowledge and skills for Finnish citizens, especially children and young people, to assume active roles in their society and create an enabling environment and channels for the Finnish public to contribute and take conscious action to improve the lives of the globally most marginalized and under-represented.

Since 1998 Plan International Finland has successfully built its communication systems in parallel with the local action groups and youth-led civic engagement that have raised youth’s voice for child rights and global gender equality. We have developed our robust structure for volunteering across the country to enhance our development communication’s reach in promoting children’s and girls’ rights for the general public.

However, more efforts in development communication, youth engagement and participatory advocacy are needed. According

to the recent European Commission’s and London School of Economics’ Study on Youth Participation, the majority of young people in Europe demand more opportunities to have an influence in their society. The study addresses that young people in Finland feel that their priorities are under-addressed in the societal discourse. The Finnish youth also feel lack of confidence towards the world’s future due to the unstable outlooks in global development. According to the Finnish Youth Barometer 2016, only 25% of young people feel positive towards the future of the world. The increase of fabricated news and the rise of xenophobia has only added layers to this global challenge.

Credibility of development cooperation in itself has been also called into question. Although 84% of the public still views development cooperation as important, only 61% think it is effective and produces results. In defending and promoting global development efforts, more political support needs to be gathered from the broader public through communicating the results of development cooperation. Plan will improve its communication and its methods to engage people and provide evidence-based results for media and decision-makers, by communicating more amply and more clearly the benefits that development cooperation brings locally and globally.

Our communication and advocacy work, global citizenship education and youth groups and volunteers across Finland will continue and refocus their work in 2018-2021 to bridge these gaps of exclusion and global confidence and promote social responsibility and global gender equality for the good of children. Our special focus in the new programme will be on mobilizing citizens and, as a part of Plan International, contribute to the building a global movement for girls’ rights together with our partners.

**Approach and Partnerships in Development Communication**

Plan International Finland’s development communication’s strategic focus is on public engagement and children’s and youth’s participation on the themes of children’s rights and global gender equality. Within Plan’s overall Theory of Change, public engagement and active citizenship contributes to the achievement of the global goals through strengthening the capacity of civil society to address global development issues from the perspective of children’s rights, increasing the participation of individuals and communities in our advocacy efforts to overcome discrimination, violence and structural injustices facing especially girls around the world.

A strong element in this project is to ensure quality work and gain synergies through partnerships. Through communication, participatory advocacy and global citizenship education we continue to build upon the existing partnerships and networks with the Finnish NGDO platforms KEPA and Kehys, the successful cooperation with Plan International Uganda, and with child-centred organizations, such as Save the Children, World Vision and Unicef. New domestic partnerships in the programme include collaboration with the University of Jyväskylä and advocacy collaboration with Finland National Committee for UN Women and the Family Federation of Finland (Väestöliitto), among others. The programme consists of three strands of work:

1. Communication and Public Engagement
2. Participatory Advocacy
3. Global Citizenship Education.

In all three, social action and children’s and young people’s participation are the key operating principles.
Key activities - Added value through robust experience and innovative participatory action

Our ambition is a world that values girls, promotes their rights and ends global injustice. Plan is mobilizing people to advocate for girls' rights in more than 70 countries and the global reach adds value and strength to our domestic mobilization and advocacy. We aim to transform the power relations through our development communication totality that includes youth participation and global citizenship education, so that girls everywhere can learn, lead, decide and thrive.

Plan's development communication will continue to provide digital and community platforms for people of different ages to participate and get engaged as active global citizens. Active participation of children, youth and adults are made possible through the Children's Board (Planin lastenhallitus), and local volunteer groups supported by Plan office, which all contribute to the building of the global movement for girls' rights. Through our global citizenship education (GCED) work, we will also reach thousands of students yearly and increase the capacity of education professionals in workshops and trainings to implement human rights based global citizenship education with a specific focus on media literacy skills.

The new programme in Finland (2018-2021) builds on the experiences and lessons learned from three previous programme periods. The cuts to development cooperation funding in 2015 affected the implementation of Plan's current domestic programme. Plan International Finland decreased the number of youth groups in Finland, exited from global youth engagement projects and advocacy networks, reduced the number of school visits and global education trainings for teachers, discontinued the biannual child rights and gender equality training and travel grants for journalists as well as terminated the more in-depth child rights publication, Maailmankuva. Nevertheless, Plan managed to keep its activity groups operational, and the new programme and its activities will be built on this basis.

Public engagement through development communication and advocacy

The current Finnish development policy has the rights of women and girls drawn out as the first of four priority areas. Plan's development communication and advocacy work focuses strongly on this strategic core: promoting girls' rights and gender equality. One of Plan's main communication and advocacy achievements has been the United Nations' launch of the International Day of the Girl (IDG) that has spread all around the world. During 2016, Plan's local volunteer groups and children's and youth groups across the country disseminated the message of the day powerfully by organising 68 events and activities around IDG. During the IDG, as well as the rest of the year, we will implement concerted campaign concepts of Plan International and utilize our campaigning and visual design capacity on high quality campaign posts, videos and graphic concepts. Collaborating with individual partners, such as photographer Meeri Koutaniemi and most visible Finnish celebrities, we will continue to strengthen the message on the importance of development cooperation and girls' rights in order to reach the wider Finnish audience.

To support the development communication work, Plan has a wide range of awareness raising and development communication activities organized by our volunteers in cooperation with other local CSOs, private sector and local media. The local volunteer groups are based in 12 cities across Finland, where they initiate number of public engagement events, photo exhibitions and communication activities through which thousands of people are reached annually to raise awareness on child rights, sustainable development and gender equality and disseminate the results of Plan's work and development cooperation. Plan is also actively involved in the biggest civil society and thematic events, such as the World Village Festival on multicultural sharing and learning and Educa Fair for teachers and educators in Helsinki, and the SuomiAreena week in Pori for national political debates. We have developed expertise in captivating the audience and drawing interest to our work and development issues at such events, using creative audio-visual technologies and virtual reality.

120 Despite the cuts in funding, the number of events was increased by the library book exhibition concept, which was implemented across the country.
Since Plan International has a globally shared strategic focus on girls’ rights and gender equality, we have been able to effectively utilize global resources in our development communication and advocacy activities. An important global resource for the new programme will be Equal Measures 2030\textsuperscript{121}, which is Plan International’s multi-sector partnership initiative to track progress on SDGs in the targets most relevant for girls and women and to hold governments to account. We will use and disseminate the data produced in EM2030 in our development communication work to highlight action points for Finland and the global community to secure gender equality for children everywhere. Prior to the parliamentary election in 2019 we will, together with other CSO’s, focus our communication and advocacy efforts strongly on raising awareness among the general public and election candidates on the importance of development co-operation and global responsibility. In connection to the election, we will advocate for the realization of the commitment to allocate from the state budget 0.7% of Finland’s GDP to development and having gender issues and girls’ rights high on the Finnish development agenda also in the future. The Children’s Board has experience in organizing its own expert discussions and e.g. election panels, which are good methods to raise important issues also among children and youth.

During the current programme we have been active in the Finnish Agenda 2030 process, utilizing our positions in the National Committee for Development and the Commission for Sustainable Development and working actively in the CSO network for Agenda 2030. In 2017, Plan International Finland coordinated the writing of the global gender equality section of a joint CSO report on the implementation of Sustainable Development Goals in Finland. An English-version of the report was published in July 2017 at the UN High-Level Political Forum in New York. Plan’s Children’s Board member also participates in the national Youth’s Agenda 2030 group\textsuperscript{122}. In 2017 we produced a joint background study on the gender transformativeness of Finland’s development policy in partnership with the national committee of UNWomen. We have agreed to continue our cooperation with them in our advocacy work, as well as with the Finnish Family Federation. Throughout the programme we will continue to advocate together with our partners concerned with child rights (Save the Children, World Vision and Unicef in Finland) for stronger regulation in regard to business and human rights (especially child rights) and Human Rights Due Diligence in particular. We are also participating in a multi-CSO initiative by Fairtrade Finland to promote ethical procurement (and free of child labor) policies for the biggest cities in Finland, beginning in autumn 2017.

Participation of children and youth and youth-led advocacy are at the core of Plan International’s strategy. In the past 15 years, Plan International Finland has successfully developed channels of participation in ensuring children’s and youth’s engagement as equal members of their society in decision making and local action. These activities were also highlighted in the recent State Youth Council’s publication on Finland’s best practices on children’s participation.

The Children’s Board (CB), Lastenhallitus, is a unique children’s advocacy group for 11 to 18-year-olds and an advisory body to the Board of Trustees of Plan International Finland. The Children's Board was founded in 2001. It is a forum for learning about children’s rights and mobilizing this knowledge to campaigning and advocacy work. The group advocates through various creative efforts in schools, workshops, and public events. Plan International Finland has also facilitated platforms for the Children’s Board members to engage in direct discussions with ministers and MPs on issues related to gender equality and development cooperation.

\textsuperscript{121} The EM2030 is a partnership initiative of Plan International, which will be developing a data tracking tool with the aim of monitoring a set of priority SDG targets and indicators crucial to measuring progress towards gender equality. Using insights from the tracker, we will provide critical analysis and unique perspectives, highlighting progress and gaps – including where data are not being collected or not being disaggregated by sex and age.

\textsuperscript{122} This advisory group was convened by Prime Minister Sipilä and Minister of Environment Tiilikainen. It is coordinated by the youth NGO platform Allianssi.
The CB's strengths are its autonomous and inclusive structures as well as their members' strong ownership in planning and execution of their activities. Plan's role is to facilitate and provide training and expertise on gender issues and child rights and provide diverse channels to convey and amplify their messages and actions further. During the years 2015-2017 the youth groupshave organized peer-to-peer workshops and events on gender roles and climate change and campaigned in social media. They have also organised national and local election panel discussions for politicians.

People reached by Youth Participation and Global Citizenship Education activities in 2012-2016

<table>
<thead>
<tr>
<th></th>
<th>2012-2014</th>
<th>2015</th>
<th>2016</th>
<th>Total/group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s Board</td>
<td>6308</td>
<td>7577</td>
<td>2857</td>
<td>16742</td>
</tr>
<tr>
<td>Young adults network</td>
<td>1600</td>
<td>1472</td>
<td>1313</td>
<td>4385</td>
</tr>
<tr>
<td>Volunteers</td>
<td>24000</td>
<td>5069</td>
<td>9995</td>
<td>39064</td>
</tr>
<tr>
<td>Global School</td>
<td>53579</td>
<td>14412</td>
<td>16806</td>
<td>84797</td>
</tr>
<tr>
<td>Total / annum</td>
<td>85487</td>
<td>28530</td>
<td>30971</td>
<td>144988</td>
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</tbody>
</table>

Global Citizenship Education

In the Finnish context, the importance of GCED is recognised in the national education and child and youth policies. Plan's long experience in child rights education and GCED from 2005 together with continuous development of our methodological approaches make us a global education frontrunner within Finland and Plan International.

Plan Global School component consists of activities aimed at building the capacities of children, young people and educational professionals on child rights and global development. The activities include workshops conducted by Child Rights Ambassadors, inservice trainings for education professionals, development of digital and published educational resources on child rights, including integration of digital innovations, such as the development of virtual and augmented reality material, and building Plan Global School's partnerships through national networks (Osallisuuden vahvistajat -network, Kehys’ GCED working group, Lasten oikeuksien viestinnän yhteistyöverkosto) and European networks (European NGO confederation for Relief and Development CONCORD - HUB4) to strengthen children's participation and international cooperation. Plan also provided significant contribution to the joint advocacy for strengthened global citizenship education and children's rights content in the new basic education curriculum of Finnish elementary and secondary schools (2014).

In the past 10 years Plan Global School has reached over 150 000 children in over 40 municipalities through the Child Rights Ambassadors workshops and established the acclaimed 10 lesson study module “Lasten oikeuksien kymppi” for 5th and 6th graders that allows more in-depth learning on children's rights and global development issues. Long-term cooperation with individual school classes has enabled Plan to conduct impact assessments and evaluate the learning outcomes and methods used on child rights and development issues. The module has been very successful and it has also been adopted as part of curriculums in various schools. 99 % of the teachers involved in the study module have given good or excellent evaluations for the module in terms of the teaching methods, materials and content relevance for the age group.

United Nations Declaration on Human Rights Education and Training and the Finnish National Strategy on Child Rights’ Communication calls for appropriate measures to ensure additional training on child rights for professionals working with children and to increase child-friendly communication on child rights. Our teacher training modules on child rights have received positive assessment among the participants, of which 96% confirm that they have used the knowledge and tools received from the trainings in their own daily work. The 2018-21 program will see a continuation of these global citizenship education components focusing on child rights, participation and gender equality in the frame of the sustainable development goals. The inquiry-based learning methods will develop learners' global competences and critical thinking and multi-literacy skills. The programme will...
also develop further the GCED material bank\textsuperscript{127} to disseminate knowledge on the sustainable development goals (Agenda 2030) and respond to the teachers' growing need of quality broad-based content on global citizenship education.

Plan Global School's activities will be run in over 40 municipalities across Finland and it aims to reach over 50,000 children and education professionals in the next 4 years across Finland. By building capacities of schools and teachers in conducting global education work and changing ways of thinking and involving individuals as agents of change the activities' sustainability is an in-built component in the plans.

During the previous and current programme (2012-2017) Plan Global School has developed a joint project with Plan Uganda on children's participation and school governance. This well-established joint initiative will be further developed by establishing a component for teacher education based on the previous experiences.

The work builds on the collaboration between the Faculty of Education and Psychology, University of Jyväskylä, Finland, and selected teacher training colleges and schools of education in Uganda (identified by the local advisors). The aim of the project is to advance multi-disciplinary and research-based development of global education and global collaboration in and through teacher education, and in schools, by utilizing participatory and actor-centered teaching and learning methods, and materials.

**Domestic Programme Results Chain**

The proposed project's goal is that children and young people are active and responsible citizens in a democratic society that respects human rights and promotes gender equality and sustainable development. The specific outcomes that the proposed project aims to achieve are:

1. Children and young people are active and responsible citizens that promote children's rights, especially in terms of gender equality and sustainable development goals.
2. Educational professionals practice quality global citizenship education and advance the realization of human rights, especially child rights and participation and facilitate children and youth's development towards becoming active citizens.
3. The general public understands the empowerment of girls and young women as a prerequisite for achieving the sustainable development goals and participates in actions towards enhancing global gender equality.
4. Finland's development policy supports realization of global gender equality and child rights and advances the fulfillment of the sustainable development goals.

**Outcome 1: Children and young people are active and responsible citizens that promote realization of child rights, especially in terms of gender equality and sustainable development goals.**

**Output 1.1: Enhanced knowledge and skills of children and young people to act in promotion of girls' rights, gender equality and sustainable development goals supported**

Plan International Finland will provide training and channels for youth-led activities to promote child, especially girls', rights and sustainable development goals. The activities will include, for example, capacity building workshops for the members of Children's Board in order for them to be able to design and conduct awareness raising activities and events for their peers in schools, social media and other fora.

In addition, we will deepen programmatic cooperation with Plan International Uganda’s youth network, which will include knowledge and experience exchange. The youth from both countries will plan together and implement awareness raising activities in their respective countries. Direct linkages with our programme country will deepen the understanding of the young people about the realities of their peers living in the least developed countries and vice versa.

**Output 1.2: Children and young people engage in initiatives that promote girls' rights and global gender equality**

In addition to raising awareness of their peers, Children's Board will organize innovative events and campaigns around Finland, such as the Girls Takeover initiative on the International Day of the Girl, in order to promote and advocate for the realization of girls' rights globally. Ithas members from different parts of the country. In addition to

\textsuperscript{127} Plan Global School material bank: http://www.globaalikoulu.net/
regular face-to-face meetings, group has virtual meetings and it utilizes online platforms, which are also used for external awareness raising (YouTube, Instagram, Facebook, etc.). Children’s Board will also work in co-operation with other domestic youth organizations and other partners in order to broaden their reach within their age groups. This will include, for example, co-operation in organizing programme in youth summer camps or events, like we did with Scout camp Finnjamboree Roihu in 2016, which gathered together 17 000 young people.

**Output 1.3:** Workshops conducted by the Child Rights Ambassadors increase children's and youths' knowledge and skills on child rights and enhances them to take action as global citizens.

Plan Global school focuses on building the knowledge and skills of children on child rights and gender equality and their relation to global development. Child Rights Ambassadors will continue working in 6 cities across Finland and its surrounding regions. The workshops will be conducted e.g. in schools, youth clubs, summer camps and other community events, which will reach children and youth aged from 5 to 19 years. The longer term 'Lasten oikeuksien kymppi' -learning module will also be developed further to focus more on gender equality and active citizenship through the frame of Agenda 2030 for Sustainable Development.

**Outcome 2:** Educational professionals provide quality global citizenship education, especially on issues related to child rights, gender equality and participation.

**Output 2.1** Education professionals (including CR ambassadors) have the knowledge and skills to conduct quality global citizenship education on child rights and gender equality.

Plan global school focuses on ensuring that relevant child rights-related content is embedded in formal education structures with the cooperation of education authorities. Plan International Finland will provide teacher-trainings on Global Citizenship Education and child rights and gender equality for both teachers and teacher students, as well as Plan’s Child Rights Ambassadors, with the aim of sustainably strengthening global education in Finland’s formal education system. Trainings will be also targeted to early childhood education professionals.

**Output 2.2 Quality global citizenship education resources available for education professionals**

Plan International Finland will develop new GCED resources to embed themes of gender equality and sustainable development goals. During the programme an intervention research component on the GCED methods and resources will be conducted in collaboration with the University of Jyväskylä. Through the Child Rights Ambassador’s workshops and the updated online material bank, education professionals from early childhood to secondary education will have access to diverse education materials.

**Outcome 3. General public understands the empowerment of girls and young women as a prerequisite for achieving the sustainable development goals and participates in actions towards enhancing global gender equality**

**Output 3.1:** A global movement for girls rights gains visibility and active supporters across Finland.

As a part of Plan International and in collaboration with our local partners we and our action groups advocate for gender equality and upholding the rights of all girls and young women by 2030. During the years 2018-2021 Plan International Finland will organize and participate in public events, raise broader public discussion about gender equality, produce high quality materials for Plan's external communication and mobilize the public to take action for girls’ rights. Through our efforts we will engage thousands of people directly to participate in the movement for global gender equality and girls' rights. The mobilization requires effective communication of the results of our work in the programme countries and our development messages through our own media channels and through the mass media.

**Output 3.2:** National multi-stakeholder collaboration in promoting girl’s rights supported

We will strengthen our multi-stakeholder networks by utilizing and building the capacity of the national volunteer groups to get local CSOs and public and private local stakeholders involved in our activities. We will also establish new partnerships among CSOs, corporates and public sector actors to increase our influence,
both nationally and locally. We will also continue our collaboration with other CSOs in various long-term groupings (i.e. FIBS network on corporate social responsibility, development Child NGOs, human rights NGOs, working groups of the ombudsman for Children, umbrella organizations for NGOs (Kepa/Kehys, VaLa) and in short-term project groupings concerning current political affairs.

**Output 3.3:** Discussions about girls' rights in the media and in public are raised

Our external communication will be enhanced to address girls' rights in relation to Plan’s programme priority areas. We produce and offer material, such as stories, photos, interviews and film, for media use to highlight the problems girls are facing and the solutions that Plan International supported by MFA is offering, focusing on results and lasting progress. The International Day of the Girl will form an annual concentration of communications, advocacy and volunteer work activities. We will publish and communicate results from the studies of Plan International conducts annually on girls' situation in the world, as well as build the capacity of our members in campaigning and awareness raising.

**Outcome 4: Finland’s development policy supports realization of global gender equality and child rights and advances the fulfilment of the sustainable development goals**

**Output 4.1:** Girl’s rights and gender equality are addressed in political discussions on financing for development

Our evidence-based advocacy work will continue highlighting the importance of gender equality and girls' rights in reaching the Sustainable Development Goals. We will continue monitoring the fulfilment of the focus and principles set out in the Finnish development policy and Agenda 2030 in Finland in terms of gender equality and girls' rights and influence key documents and policies through networking, timely commenting of political proposals and development policy papers and through proactive advocacy work. We will maintain a visible presence in the most important fora concerning the background work for the Finnish development policy and participate actively in CSO networks on children, development cooperation and human rights. Prior to the parliamentary election in 2019 we will promote awareness among the general public and election candidates on the importance of development co-operation and gender equality as a prerequisite for achieving the Sustainable Development Goals. Election campaigning will be done in close co-operation with other Finnish development NGOs. During the programme period we will actively participate in monitoring the implementation of the current Finnish Agenda 2030 action plan and in influencing the drafting of the next plan.

**Output 4.2:** Youth-led advocacy work on gender equality and girls’ rights reaches decision-makers

Plan International Finland will continue facilitating dialogue between children and youth and decision-makers and providing the space and support for youth-led advocacy initiatives. Plan International Finland’s advocacy events and campaigns will have a strong youth engagement and participation element from planning to wrap-up phase. In its campaign Children’s Board and other young people will continue to participate in direct advocacy, delivering messages from young people to decision-makers with different methods, i.e. using advanced social media platforms to collect and compile the messages.
## OUTCOME 1: Children and young people are active and responsible citizens that promote children’s rights, especially in terms of gender equality and sustainable development goals.

### OUTPUT 1.1: Enhanced knowledge and skills of children and young people to act in promotion of girls' rights, gender equality and sustainable development goals.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Anticipated output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainings for Lastenhallitus on campaign contents, especially girls’ situation and rights and the challenges and results of the development cooperation.</td>
<td>2 times annually</td>
<td>Improved understanding, skills and confidence of adolescents and young adults on the content of Plan International Finland’s work.</td>
</tr>
<tr>
<td>Training for Lastenhallitus on communication and media skills.</td>
<td>once a year</td>
<td>Improved skills and innovative ideas of communication, especially to other young people in schools, hobby groups, universities and in the social media.</td>
</tr>
<tr>
<td>Producing and publishing contents (stories, videos, photos, infographics, campaign materials) especially targeted to children and young people.</td>
<td>4 times annually</td>
<td>Improved and widened knowledge and understanding on girls’ rights, gender equality and sustainable development goals.</td>
</tr>
<tr>
<td>Offering media news, stories, insights and interviewees from the youth groups (Lastenhallitus)</td>
<td>3-4 times a year</td>
<td>The participation of children and youth gains positive visibility in the media.</td>
</tr>
</tbody>
</table>

## OUTCOME 3: The general public understands the empowerment of girls and young women as a prerequisite for achieving the sustainable development goals and participates in actions towards enhancing global gender equality.

### OUTPUT 3.1: A global movement for girls rights gains visibility and active supporters across Finland.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Anticipated output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Producing public campaigns and engaging materials about girls’ rights and gender equality.</td>
<td>1 big and 1 smaller campaign a year</td>
<td>A wide visibility in the media, social media and civil society events, that attract new active members to the movement and promotes public discussion on the topics.</td>
</tr>
<tr>
<td>Producing the Day of the Girl event and supporting volunteers in producing local events.</td>
<td>once annually</td>
<td>A large scale of local events and various actions by volunteers to promote girls’ rights.</td>
</tr>
<tr>
<td>Taking part to civil society events, such as Maailma kylässä and SuomiA-reena.</td>
<td>2 times a year</td>
<td>Growing awareness of girls’ rights and ways to act, and new active members to the movement.</td>
</tr>
<tr>
<td>Producing and circulating quality photo exhibitions that highlight the focus areas of our work, activate our volunteers across the country and attract new people to take part into Plan’s work.</td>
<td>annual production of 1 new exhibitions, that circulate nationally</td>
<td>Growing awareness of girls’ rights and ways to act, and new active members to the movement.</td>
</tr>
<tr>
<td>Training for the volunteers on communication and campaigning skills.</td>
<td>once a year</td>
<td>Improved skills and innovative ideas of communication, especially to local media and in the social media.</td>
</tr>
<tr>
<td>Writing and publishing a newsletter for our supporters, volunteers and people who have joined the movement for girls’ rights.</td>
<td>once a month</td>
<td>Engaged and motivated citizens who act for girls’ rights and raised awareness of gender equality, sustainable development goals and the results of Plan’s work.</td>
</tr>
<tr>
<td>Activity</td>
<td>Timeframe</td>
<td>Anticipated output</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>OUTPUT 3.3: Discussions about girls’ rights in the media and in public are raised</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Producing interesting multi-channel contents (stories, photos, videos, in-fographics) from our MFA programmes, highlighting the complex nature of the work and its challenges, and especially the results.</td>
<td>2 media visits a year to programme areas supported by MFA</td>
<td>A wide visibility and raised awareness of the public on the results of Plan's programme work.</td>
</tr>
<tr>
<td>Producing and publishing interesting multi-channel contents (stories, photos, videos, infographics, social media posts) on challenges that girls are facing across the world, and on the solutions provided by organizations, governments and civil society.</td>
<td>continuous, approximately 5 times a month</td>
<td>A wide visibility and raised awareness of the public on girls’ rights, gender equality and sustainable development goals.</td>
</tr>
<tr>
<td>Writing and offering opinion editorials on girls’ rights, gender equality and sustainable development goals.</td>
<td>4-6 times a year</td>
<td>Public discussion on girls’ rights, gender equality and sustainable development goals.</td>
</tr>
<tr>
<td>Supporting journalists to visit the programmes in Africa, Asia and Latin America.</td>
<td>2 times a year</td>
<td>Journalists demonstrate the effectiveness and the results of our projects and communicate more holistically the complex issues of development, child rights and gender equality.</td>
</tr>
<tr>
<td>Pitching our experts, reports and contents to journalists and media houses</td>
<td>once a month</td>
<td>Girls’ rights and development work are discussed and better understood by the public.</td>
</tr>
<tr>
<td>Publishing Plan magazine, that tells about our work and explains its context, challenges and results to our supporters and stakeholders.</td>
<td>4 times a year</td>
<td>Girls’ rights, development work and the results of the work are better known and understood by our supporters, volunteers and stakeholders.</td>
</tr>
<tr>
<td>Producing research material on girls’ situation and gender equality</td>
<td>once a year</td>
<td>Girls’ rights and development work are discussed and better understood by the public, and we can offer new relevant knowledge on girls’ situation and gender equality.</td>
</tr>
<tr>
<td>Producing the Day of the Girl event and promoting it for the media, as well as publishing interesting and activating contents in our own channels.</td>
<td>once a year</td>
<td>A wide visibility in the media and social media, that activates people to discuss the topics and spread the messages.</td>
</tr>
</tbody>
</table>
ANNEX 3: RESULTS FRAMEWORKS
### Results framework of the programme for Mozambique, Ethiopia, Uganda and Laos projects

#### Programme Impact

<table>
<thead>
<tr>
<th>Programme Impact</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolescent girls are empowered to be free from harmful practices and to enjoy their sexual and reproductive health and rights, in societies where gender equality is realised</td>
<td>a. Adolescent birth rate per 1,000 women, by age</td>
<td></td>
<td></td>
<td>national statistics and/or survey data</td>
</tr>
<tr>
<td></td>
<td>a. Prevalence of adolescent-girl pregnancy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Proportion of girls under 18 years who are married, by age</td>
<td></td>
<td></td>
<td>national statistics and/or survey data</td>
</tr>
</tbody>
</table>

#### Programme Outcomes

1. Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights</td>
<td>1a. % of adolescent girls and boys in the target area with the attitudes and adopted practices conducive to positive SRHR and gender equality</td>
<td></td>
<td></td>
<td>KAP survey for adolescent girls and boys evaluated in combination with a qualitative overall assessment</td>
</tr>
<tr>
<td></td>
<td>1b. % of adolescent girls and boys who use sexual and reproductive health information and services in the targeted areas</td>
<td></td>
<td></td>
<td>Survey and/or FGDS with Ombea for adolescent girls and boys evaluated in combination with an overall qualitative assessment</td>
</tr>
<tr>
<td></td>
<td>1c. % of adolescent girls and boys who perceive SRH services available as adolescent-friendly</td>
<td></td>
<td></td>
<td>KAP survey for adolescent girls and boys</td>
</tr>
<tr>
<td></td>
<td>1d. % of peer-to-peer group participants who report they are taking action together with peers related to SRHR issues</td>
<td></td>
<td></td>
<td>Participants’ reports, Peer-to-peer groups’ action plans and reports</td>
</tr>
</tbody>
</table>

2. Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them</td>
<td>2a. % of community members who value gender equality and girls’ rights</td>
<td></td>
<td></td>
<td>Survey and/or FGDS with Ombea for parents, community leaders and other community members above 19 years x§</td>
</tr>
<tr>
<td></td>
<td>2b. The ratio of resources allocated for the benefit of girls and boys in house-holds</td>
<td></td>
<td></td>
<td>The household income and expenditure survey and/or FGDS with Ombea for household participating in the savings groups’ activities</td>
</tr>
</tbody>
</table>

3. Civil society actors are increasingly engaged and mobilise others for gender equality and girls’ rights

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Civil society actors are increasingly engaged and mobilise others for gender equality and girls’ rights</td>
<td>3a. % of involved civil society actors who meaningfully influence policies and programmes on gender equality and girls’ rights</td>
<td></td>
<td></td>
<td>Workplans, reports, communication products</td>
</tr>
<tr>
<td></td>
<td>3b. % of implementing partner CSOs who meet the targets set in the capacity building plans</td>
<td></td>
<td></td>
<td>Capacity assessment, partnership survey, document review, periodic reports from implementing partners</td>
</tr>
</tbody>
</table>

4. Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices</td>
<td>4a. % of achieved targets and/or completed activities in key policies, strategies or action plans on SRHR</td>
<td></td>
<td></td>
<td>Data from responsible government authorities</td>
</tr>
<tr>
<td></td>
<td>4b. % of SRH service providers who recognize and respect the diversity of young people and their specific needs</td>
<td></td>
<td></td>
<td>Survey assessment of SRH service providers/staff preparedness to serve adolescents</td>
</tr>
</tbody>
</table>

* Baselines and Targets will be defined in detail for each project during the inception period. Assumptions are defined for each project separately.
<table>
<thead>
<tr>
<th>Programme Outputs</th>
<th>1.1. % of enrolled adolescent girls and boys who completed SRHR related capacity building events</th>
<th>Attendance records, evaluation sheets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Age appropriate knowledge and confidence building related to SRHR issues supported for adolescent girls and boys</td>
<td>1.1b. % of adolescent girls and boys in the target areas with improved knowledge of SRHR</td>
<td>KAP survey, Pre and post-test/evaluations</td>
</tr>
<tr>
<td>1.2 Peer-to-peer support for realising girls’ SRH rights established</td>
<td>1.2a. % of peer-to-peer groups formed</td>
<td>Peer-to-peer groups’ founding documents</td>
</tr>
<tr>
<td></td>
<td>1.2b. % of peer-to-peer groups functional</td>
<td>Desk review of peer-to-peer groups’ founding documents, annual workplans and reports, observation</td>
</tr>
<tr>
<td></td>
<td>1.2c. % of participants who have completed the training programme related to peer-to-peer modality</td>
<td>Attendance records</td>
</tr>
<tr>
<td>1.3 Menstrual hygiene management supported</td>
<td>1.3a. % of girls and boys with improved knowledge on menstrual hygiene</td>
<td>KAP survey, Pre and post-test/evaluations</td>
</tr>
<tr>
<td></td>
<td>1.3b. % of girls in the target communities who have access to sanitary pads</td>
<td>Survey and/or FGDs with Ombea for adolescent girls</td>
</tr>
<tr>
<td>2.1 Parents’ and leaders and community members awareness raising and knowledge building related to SRHR issues supported</td>
<td>2.1a. % of parents, leaders and other community members who have engaged in the gender equality, girls’ rights and SRHR related capacity building events</td>
<td>Attendance records, event reports</td>
</tr>
<tr>
<td>2.2 Local communities engaged in reinforcing positive social norms and tackling harmful practices</td>
<td>2.2a. % of community initiated actions for reinforcing positive social norms and tackling harmful practices</td>
<td>Monitoring reports, action plans, communications products</td>
</tr>
<tr>
<td>2.3 Savings groups and sustainable economic activities supported to build resilience, social safety nets and positive incentives for ending harmful practices</td>
<td>2.3a. % of Village Savings and Loans Association members with improved understanding of group governance, financial management and mechanisms of market economy</td>
<td>Attendance records, event reports, pre and post-training tests</td>
</tr>
<tr>
<td></td>
<td>2.3b. % of Village Saving and Loans Associations that are functional and relevant to the target groups</td>
<td>Desk review of VLSAs’ founding documents, annual workplans and reports, observation</td>
</tr>
<tr>
<td></td>
<td>2.3c. % of businesses established by the Village Saving and Loans Associations</td>
<td>VLSA records, monitoring reports</td>
</tr>
<tr>
<td>3.1 Implementing partner CSO’s organizational capacities developed</td>
<td>3.1a. % of implementing partner CSOs supported in terms of their critical capacity gaps</td>
<td>Monitoring reports, work plans</td>
</tr>
<tr>
<td>3.2 CS led actions initiated and supported to influence and advocate for SRH issues at different levels</td>
<td>3.2a. % of civil society actors with increased understanding of advocating for gender equality, girls’ rights and SRHR issues</td>
<td>Pre and post-training tests/evaluations, workplans, reports, communication products</td>
</tr>
<tr>
<td>3.3 Girls’ and boys’ engagement in CS actions to advance gender equality and girls’ rights supported</td>
<td>3.3a. % of supported Civil Society led initiatives on gender equality, girls’ rights and SRHR where adolescent girls and boys played an active role in planning and implementation</td>
<td>Workplans, reports, communications products</td>
</tr>
<tr>
<td>4.1 Government, local authorities and service providers’ capacities to provide adolescent friendly SRH services supported at different levels</td>
<td>4.1a. % of government and local authorities with increased knowledge and skills on adolescent-friendly SRH policies and/or services</td>
<td>Pre and post-training tests/evaluations, training agendas and reports</td>
</tr>
<tr>
<td></td>
<td>4.1b. % of service units/facilities supported for adolescent friendly SRH information and service provision</td>
<td>Monitoring reports, work plans</td>
</tr>
<tr>
<td>4.2 Actions for improving SRHR relevant policy level work with Government actors at different levels supported</td>
<td>4.2a. % of guidelines, plans, frameworks on adolescent-friendly SRHR issues pre-prepared by Government actors in consultation with non-governmental stakeholders</td>
<td>Monitoring reports, work plans</td>
</tr>
<tr>
<td></td>
<td>4.2b. % of joint platforms (government and other stakeholders) to address SRHR issues</td>
<td>Action plans for the platform work</td>
</tr>
</tbody>
</table>
**Programme Performance**

<table>
<thead>
<tr>
<th>Indicators</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme implementation quality and reach improves consistently</td>
<td></td>
</tr>
<tr>
<td>A. # and description of digital and innovative solutions adopted for project implementation</td>
<td>Project reports</td>
</tr>
<tr>
<td>B. # of direct and indirect beneficiaries reached by the project, disaggregated by sex and age</td>
<td>Project reports</td>
</tr>
<tr>
<td>C. # of people with disabilities reached by the project, disaggregated by sex and age</td>
<td>Project reports</td>
</tr>
<tr>
<td>D. Degree to which the quality standards of gender transformative programming are consistently applied in Projects</td>
<td>Project reports</td>
</tr>
<tr>
<td>E. # of Plan and implementing partner staff trained on resilience building</td>
<td>Project reports</td>
</tr>
</tbody>
</table>

**Programme Impact**

Adolescent girls are empowered to be free from harmful practices and to enjoy their sexual & reproductive health and rights, in societies where gender equality is realised

<table>
<thead>
<tr>
<th>Indicators for Impact</th>
<th>Mozambique Impact</th>
<th>Ethiopia Impact</th>
<th>Uganda Impact</th>
<th>Laos Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Adolescent birth rate per 1,000 women by age / Prevalence of adolescent-girl pregnancy</td>
<td>Adolescent girls are empowered to be free from harmful practices and to enjoy their sexual &amp; reproductive health and rights, in societies where gender equality is realised</td>
<td>Girls and young women in Amhara, Oromia and SNNPR Regions become more assertive to decide and control over their lives &amp; bodies</td>
<td>Adolescent girls and boys in Lango and Acholi sub regions are protected against child marriage and empowered to enjoy their sexual reproductive health rights in societies where gender equality is realized</td>
<td>Adolescent girls, especially from ethnic minorities, are empowered in their sexual and reproductive health in societies that value girls</td>
</tr>
<tr>
<td>b. Proportion of girls under 18 years who are married by age</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Programme Outcome 1

**Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique OC1</th>
<th>Ethiopia OC1</th>
<th>Uganda OC1</th>
<th>Laos OC1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. % of adolescent girls and boys in the target area with the attitudes and adopted practices conducive to positive SRHR and gender equality</td>
<td>Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviors needed to make autonomous and healthy decisions to realise their SRH rights</td>
<td>Adolescent girls and boys increasingly adopt knowledge, attitudes and behaviours needed to make autonomous and healthy decisions to realise their SRH rights</td>
<td>Adolescent girls and boys adopt positive attitudes, knowledge, skills, are assertive and use appropriate ASRH services to prevent teenage pregnancy and child marriage</td>
<td>Girls adopt attitudes and use relevant information, skills and services to support realisation of their SRH rights</td>
</tr>
<tr>
<td>1b. % of adolescent girls and boys who use sexual and reproductive health information and services (including contraception) in the targeted areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c. % of adolescent girls and boys who perceive SRH services available as adolescent-friendly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1d. % of peer-to-peer group participants who report they are taking action together with peers related to SRHR issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Programme Outcome 2

**Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique OC2</th>
<th>Ethiopia OC2</th>
<th>Uganda OC2</th>
<th>Laos OC2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a. % of community members who value gender equality and girls' rights</td>
<td>Parents, leaders and community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them</td>
<td>Parents, traditional and religious leaders and other community members increasingly adopt knowledge, attitudes and behaviours that value girls equally, condemn child marriage and all violence against girls and enable better economic and social support for them</td>
<td>Families, Communities, Cultural and Religious leaders adopt positive attitudes and practices to reduce child marriage and create a conducive environment for girls empowerment</td>
<td>Improve the community and social environment for adolescent girls such that it supports the realisation of girls' equal opportunities and rights to SRH</td>
</tr>
<tr>
<td>2b. The ratio of resources allocated for the benefit of girls vs. boys in households</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Programme Outcome 3

**Civil society actors are increasingly engaged and mobilise others for gender equality and girls' rights**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique OC3</th>
<th>Ethiopia OC3</th>
<th>Uganda OC3</th>
<th>Laos OC3</th>
</tr>
</thead>
<tbody>
<tr>
<td>3a. % of involved civil society actors who meaningfully influence policies and programmes on gender equality and girls' rights</td>
<td>Civil society actors are increasingly engaged and mobilise others for gender equality and realization of adolescent's SRH rights</td>
<td></td>
<td>Youth led and focused CSOs actively influence positive cultural practices, policy and legal reforms that protect girls from child marriage</td>
<td>CSOs’ strengthened to promote norms, attitudes and practices supportive of gender equality and Adolescent SRH</td>
</tr>
<tr>
<td>3b. % of implementing partner CSOs who meet the targets set in the capacity building plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Programme Outcome 4

**Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique OC4</th>
<th>Ethiopia OC4</th>
<th>Uganda OC4</th>
<th>Laos OC4</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a. % of achieved targets and/or completed activities in key policies, strategies or action plans on SRHR</td>
<td>Government and local authorities place a higher priority on adolescent SRHR in policy frameworks and budgets; deliver quality SRH services and address sexual violence and harmful practices</td>
<td>Government duty bearers improved policy implementation and quality service provision to realize adolescent’s SRH rights</td>
<td>Local and central government prioritise resource allocation, legal reforms and quality services to end child marriage</td>
<td>Government duty bearers have strengthened ability to implement policy related to girls SRHR in Houn District</td>
</tr>
<tr>
<td>4b. % of SRH service providers who recognize and respect the diversity of young people and their specific needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Programme Outputs for OC1

1.1 Age appropriate knowledge and confidence building related to SRHR issues supported for adolescent girls and boys
1.2 Peer-to-peer support for realising girls’ SRH rights established
1.3 Menstrual hygiene management supported

Project Outputs for OC1:

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique</th>
<th>Ethiopia</th>
<th>Uganda</th>
<th>Laos</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1a. % of enrolled adolescent girls and boys who completed SRHR related capacity building events</td>
<td>Age appropriate knowledge and confidence building related to SRHR issues supported for adolescent girls and boys</td>
<td>Age appropriate knowledge, skills and confidence building related to SRHR and harmful practices supported for adolescent girls and boys</td>
<td>Adolescents girls and boys have improved knowledge on SRHR issues</td>
<td>Secondary school students' knowledge and understanding SRHR enhanced through in-school education sessions</td>
</tr>
<tr>
<td>1.1b. % of adolescent girls and boys in the target areas with improved knowledge of SRHR</td>
<td>Peer-to-peer support for realising girls’ SRH rights established</td>
<td>Peer to peer support for in and out of schools for the fulfillment of SRH rights and violence prevention established</td>
<td>Peer to peer support established in and out of schools for fulfillment of SRH rights for girls</td>
<td>At least 2000 adolescent girls and boys reached through peer educators supportive of girl’s empowerment and having awareness of SRHR</td>
</tr>
<tr>
<td>1.2a. % of participants who have completed the training programme related to peer-to-peer modality</td>
<td>Menstrual hygiene management supported</td>
<td>Menstrual hygiene management supported</td>
<td>Adolescents girls have increased awareness on menstrual hygiene management and access to dignity kits</td>
<td></td>
</tr>
<tr>
<td>1.3a. % of girls and boys with improved knowledge on menstrual hygiene</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3b. % of girls in the target communities who have access to sanitary pads</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Programme Outputs for OC2

2.1 Parents’ and leaders and community members awareness raising and knowledge building related to SRHR issues supported
2.2 Local communities engaged in reinforcing positive social norms and tackling harmful practices
2.3 Savings groups and sustainable economic activities supported to build resilience, social safety nets and positive incentives for ending harmful practices

Project Outputs for OC2:

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique</th>
<th>Ethiopia</th>
<th>Uganda</th>
<th>Laos</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1a. # of parents, leaders and other community members who have engaged in the gender equality, girls' rights and SRHR related capacity building events</td>
<td>Parents’ and leaders and community members awareness raising and knowledge building related to SRHR issues supported</td>
<td>Parents, communities and religious and traditional leaders’ awareness raising carried out for understanding of SRHR, GBV &amp; harmful practices</td>
<td>Fathers, mothers, caregivers and community members are aware of SRH rights of boys and girls and support actions against child marriages</td>
<td>Increase at least 60 village leaders understanding of gender rights and GBV under Lao law and appreciation of adolescent SRHR</td>
</tr>
<tr>
<td>2.2a. # of community initiated actions for reinforcing positive social norms and tackling harmful practices</td>
<td>Local communities engaged in reinforcing positive social norms and tackling harmful practices</td>
<td>Local communities in project areas are engaged in reinforcing positive social norms and change harmful ones to be more protective, supportive and empowering to girls and young women</td>
<td>Local, cultural and religious leaders embrace and have the capacity to act as change agents supporting target communities to end child marriage</td>
<td>Parents and elders in at least 60 communities have increased awareness on women's and girls rights under Lao law and adolescent SRHR through community level awareness events</td>
</tr>
<tr>
<td>2.3a. # of Village Savings and Loans Association members with improved understanding of group governance, financial management and mechanisms of market economy</td>
<td>Savings groups and sustainable economic activities supported to build resilience, social safety nets and positive incentives for ending harmful practices</td>
<td>Resilience building initiatives introduced and incorporated to support and address social and economic concerns of girls and their families</td>
<td>Families engaged in VSLA groups generate sustainable income to invest in prevention and protection of adolescent girls from child marriage</td>
<td>School Water and Sanitation facilities improved and more gender sensitive</td>
</tr>
<tr>
<td>2.3b. % of Village Saving and Loans Associations that are functional and relevant to the target groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3c. % of businesses established by the Village Saving and Loans Associations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Programme of Plan International Finland 2018-2021
**Programme Outputs of OC3**

**3.1 Implementing partner CSO’s organizational capacities developed**
- Girls’ and boys’ engagement in CS actions to advance gender equality and girls’ rights supported

**Project Outputs for OC3:**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique</th>
<th>Ethiopia</th>
<th>Uganda</th>
<th>Laos</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1a. # of implementing partner CSOs supported in terms of their critical capacity gaps</td>
<td>Implementing partner CSO’s organizational capacities developed</td>
<td>Implementing partner CSO’s organizational capacities developed</td>
<td>Implementing partner CSO’s have improved organizational capacities</td>
<td>GDA’s abilities supported to provide gender training services and policy engagement</td>
</tr>
<tr>
<td>3.2a. # of civil society actors with increased understanding of advocating for gender equality, girls’ rights and SRHR issues</td>
<td>CS led actions initiated and supported to influence and advocate for SRHR issues at different levels</td>
<td>CS led actions initiated and supported to influence and advocate for SRHR issues at different levels</td>
<td>Youth led and focused CSOs Coalition supported to influence increased budget allocation, legal and policy reforms and provision of quality SRHR to end child marriages by local and central government</td>
<td>GDA and PFHA identify key areas for advocacy based on consultation exercises with adolescent girls and other key stakeholders and review of existing policy documents</td>
</tr>
<tr>
<td>3.3a. % of supported Civil Society led initiatives on gender equality, girls’ rights and SRHR where adolescent girls and boys played an active role in planning and implementation</td>
<td>Girls’ and boys’ engagement in CS actions to advance gender equality and girls’ rights supported</td>
<td>Girls’ and boys’ engagement in CS actions to advance gender equality and adolescent-friendly SRH services established</td>
<td>Youth led and focused CSOs have the capacity to take action on ASRH rights for prevention of child marriage at the community level</td>
<td>GDA and PFHA have been supported to develop skills in designing and undertaking targeted social research on key topics relating to adolescent SRHR</td>
</tr>
</tbody>
</table>

**Programme Outputs of OC4**

**4.1 Government, local authorities and service providers’ capacities to provide adolescent friendly SRH services supported at different levels**

**Project Outputs for OC4:**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mozambique</th>
<th>Ethiopia</th>
<th>Uganda</th>
<th>Laos</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1a. % of government and local authorities with increased knowledge and skills on adolescent-friendly SRH policies and/or services</td>
<td>Government, local authorities and service providers’ capacities to provide adolescent friendly SRH services supported at different levels</td>
<td>Government, local authorities and service providers’ capacities to provide adolescent friendly SRH services supported at different levels</td>
<td>Government duty bearers, including teachers and peer educators, capacities supported to provide quality SRHR services supporting SRHR awareness, counseling and referral services for adolescent boys and girls</td>
<td>GDA and PFHA have trained provincial/district duty bearers to improve knowledge of, and willingness to support, girls SRH rights</td>
</tr>
<tr>
<td>4.1b. # of service units/facilities supported for adolescent friendly SRH information and service provision</td>
<td>Actions for improving SRHR relevant policy level work with Government actors at different levels supported</td>
<td>Actions for improving SRHR relevant policy level work with Government actors at different levels supported</td>
<td>Local and central government have the ability to make participatory legal and policy reforms for prevention of child marriage and asserting girls rights protection, education and quality SRHR services</td>
<td>Front-line health centre staff from health centres trained by PFHA to improve provision of adolescent girls SRH services</td>
</tr>
<tr>
<td>4.2a. # of guidelines, plans, frameworks on adolescent-friendly SRHR issues prepared by Government actors in consultation with non-governmental stakeholders</td>
<td>Actions for improving SRHR relevant policy level work with Government actors at different levels supported</td>
<td>National Inter-ministerial coordination mechanism for state and non-state actors on ending child marriage has the preconditions to function effectively</td>
<td>National Inter-ministerial coordination mechanism for state and non-state actors on ending child marriage has the preconditions to function effectively</td>
<td>District Health staff provide supportive supervision to frontline health workers on girls' SRH services</td>
</tr>
<tr>
<td>4.2b. # of joint platforms (government and other stakeholders) to address SRHR issues</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
### MFA Domestic Programme

#### Programme Impact

<table>
<thead>
<tr>
<th>Programme Impact</th>
<th>Indicators</th>
<th>Baseline*</th>
<th>Target* (2021)</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and young people are active and responsible citizens in a democratic</td>
<td>a. % of people who have heard of the SDGs</td>
<td></td>
<td></td>
<td>national statistics (opinion poll of the Ministry of Foreign Affairs,</td>
</tr>
<tr>
<td>society that respects human rights and promotes gender equality and sustainable</td>
<td></td>
<td></td>
<td></td>
<td>Youth Barometer)</td>
</tr>
<tr>
<td>development.</td>
<td>b. % of people who consider development cooperation important or very</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>important</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. % of 10-29 year olds who take part in organization action</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. % of people who place gender equality and empowerment of women and girls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>among the three most important SDG objectives</td>
<td></td>
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</tbody>
</table>

#### Programme Outcomes

1. **Children and young people are active and responsible citizens that promote **  
   **children’s rights, especially in terms of gender equality and sustainable**  
   **development goals**

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1a. # media hits on Children’s Board activities</td>
<td>Monitoring reports</td>
</tr>
<tr>
<td></td>
<td>1b. Level of self-organized action on gender equality and sustainable</td>
<td>Questionnaires and surveys</td>
</tr>
<tr>
<td></td>
<td>development goals taken by children and young adults who are involved in</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Childrens Board and Global School activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1c. % of students who consider their capacity has increased to take action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>to promote gender equality and sustainable development</td>
<td></td>
</tr>
</tbody>
</table>

2. **Educational professionals practice quality global citizenship education and**  
   **advance the realization of human rights, especially child rights and**  
   **participation and facilitate children and youth’s development towards**  
   **becoming active citizens**

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>2a. % of educators applying global citizenship education in their work by</td>
<td>Feedback questionnaires and surveys</td>
</tr>
<tr>
<td></td>
<td>using and/or disseminating the content and methods gained through the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>training</td>
<td></td>
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</tbody>
</table>

3. **The general public understands the empowerment of girls and young women as a**  
   **prerequisite for achieving the sustainable development goals and participates in**  
   **actions towards enhancing global gender equality**

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>3a. % of the people who know Plan sees that the organization’s work</td>
<td>Questionnaires</td>
</tr>
<tr>
<td></td>
<td>promotes the rights of the most vulnerable and excluded children,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>particularly girls</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3b. # media hits on actions initiated by volunteers of people actively</td>
<td>Monitoring reports, questionnaires</td>
</tr>
<tr>
<td></td>
<td>participating in Plan’s volunteers’ activities on girls’ rights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3c. Level of self-organized action on gender equality and sustainable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>development goals taken by volunteers</td>
<td></td>
</tr>
</tbody>
</table>

4. **Finland’s development policy supports realization of global gender equality**  
   **and child rights and advances the fulfilment of the sustainable**  
   **development goals**

<table>
<thead>
<tr>
<th>Programme Outcomes</th>
<th>Indicators</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>4a. % of resources allocated to the promotion of gender equality and girls’</td>
<td>DAC gender markers and MFA’s indicators</td>
</tr>
<tr>
<td></td>
<td>rights in the Finnish development co-operation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4b. The rights of women and girls are mentioned as the core of Finland’s</td>
<td></td>
</tr>
<tr>
<td></td>
<td>next development policy and a specific implementation strategy is in place</td>
<td></td>
</tr>
</tbody>
</table>

---

* Baselines and Targets will be defined in detail during the inception period.
### Programme Outputs

| 1.1 Enhanced knowledge and skills of children and young people to act in promotion of girls' rights, gender equality and sustainable development goals. | 1.1a. % of people in Plan’s youth action groups who have been trained on gender issues | Attendance records |
| | 1.1b. Level of knowledge and skills of children and young people on gender equality, child rights and sustainable development goals who are involved in Plan’s youth action groups | Questionnaires |

| 1.2 Children and young people engagement in initiatives that promote girls' rights, global gender equality and SDGs supported | 1.2a. # of events and actions initiated by Plan’s youth groups | Monitoring reports |
| | 1.2b. # participants in the actions initiated by Plan’s youth groups | Monitoring reports |
| | 1.2c. Children's Board activity, reach and engagement rate of their own social media channels |  |

| 1.3 Workshops conducted by the Child Rights Ambassadors increase children’s and youths’ knowledge and skills on child rights and enhances them to take action as global citizens | 1.3a. % of teachers who assess the workshops conducted by Child Rights Ambassadors as very good or excellent | Reports |
| | 1.3b. Level of knowledge and skills of students who participated in the ‘Kymppikokonaisuus’ - module on child rights and sustainable development goals | Questionnaires |

| 2.1 Education professionals (including CR ambassadors) knowledge and skills to conduct quality global citizenship education on child rights and gender equality supported | 2.1a. % of teachers who assess the workshops conducted by Child Rights Ambassadors as very good or excellent in terms of professional development | Feedback questionnaire, Attendance records |
| | 2.1b. % of Child Rights Ambassadors who have been trained on gender issues |  |
| | 2.1c. Level of knowledge and skills of Child Rights Ambassadors on gender equality and sustainable development goals |  |
| | 2.1d. % of education professionals who assess the in-service trainings |  |

| 2.2 Quality global citizenship education resources available for education professionals | 2.2a. # of education material copies distributed and online education material down-loads from the material bank | Monitoring reports |
| | 2.2b. # of website visits | Monitoring reports |

| 3.1 A global movement for girls rights gains visibility and active supporters across Finland | 3.1a. # of activities organized by the volunteers | Monitoring reports, attendance records, event reports |

| 3.2 National multi-stakeholder collaboration in promoting girl's rights supported | 3.2a. # of participants in activities organized by the volunteers | Monitoring reports, questionnaires |
| | 3.2b. Level of knowledge and skills of volunteers on gender equality and sustainable development goals |  |
| | 3.2c. % of volunteers who have been trained on gender issues |  |

| 3.3 Discussion about girls’ rights in the media and in public raised | 3.3a. # of media hits and reach of Plan’s work for girls’ rights | Monitoring reports |
| | 3.3b. Engagement rate and reach in social media of Plan International Finland | Monitoring reports |

| 4.1 Girl’s rights and gender equality in political discussions on financing for development initiated | 4.1a. % of stakeholders, who recognizes Plan as an expert in advancing girls' rights | Stakeholder Analysis report |

| 4.2 Youth-led advocacy work on gender equality girls’ rights and sustainable development reaches decision-makers | 4.2a. # of interactions between decision-makers and CB or other children’s and youth groups participating in Plan-affiliated campaigning | Reports |
OUR PURPOSE

ADVANCING CHILDREN’S RIGHTS AND EQUALITY FOR GIRLS

OUR 2017–2022 STRATEGY

Everywhere we work

LEARN

... are educated and have the skills for work and life

LEAD

... take action on issues that matter to them

THRIVE

... grow up cared for and free from violence and fear

DECIDE

... have control over their lives and bodies

Vulnerable children, especially girls:

GIRL POWER

MOVEMENT FOR GIRLS

OUR AMBITION

Together, we take action so that 100 MILLION GIRLS learn, lead, decide and thrive