

MY BODY. MY FUTURE.

PROGRAMME OF PLAN INTERNATIONAL FINLAND
ANNUAL REPORT TO THE MINISTRY FOR FOREIGN
AFFAIRS OF FINLAND 2018

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ABBREVIATIONS

CB	Children's Board
CBO	Community Based Organisation
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
CO	Country Office (Plan International)
CoC	Champions of Change training methodology
FGM	Female Genital Mutilation
GBV	Gender Based Violence
HCD	Human Centred Design Thinking
HTP	Harmful Traditional Practices
LDC	Least Developed Country
LftW	Light for the World (organisation)
M&E	Monitoring and Evaluation
MFA	Ministry for Foreign Affairs of Finland
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
PSG	Participatory School Governance
SAP	Systems, Applications, and Products in Data Processing – financial management programme
SDG	Sustainable Development Goals
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNGP	United Nations Guiding Principles on Business and Human Rights
VSLA	Village Savings and Loans Association
WSA	Women's Support Associations
YAN	Young Adults' Network



RESULTS AT A GLANCE 2018

PLAN FINLAND'S SRHR PROGRAMME REACHED IN FOUR COUNTRIES:

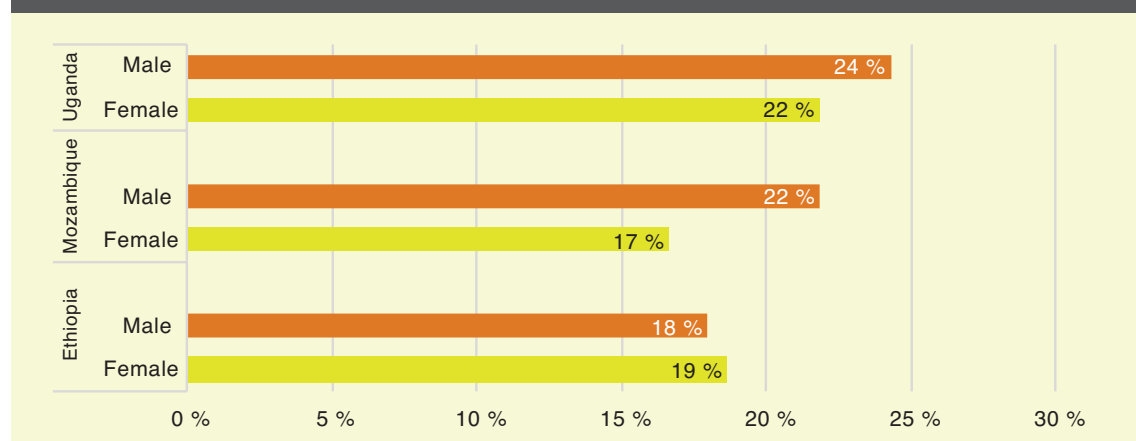
46,500 CHILDREN AND ADOLESCENTS UNDER 19 YEARS (28,000 GIRLS / 18,500 BOYS) AND **9,500** ADULTS (5,000 WOMEN AND 4,500 MEN).

PLAN FINLAND'S GLOBAL SCHOOL AND VOLUNTEERS REACHED

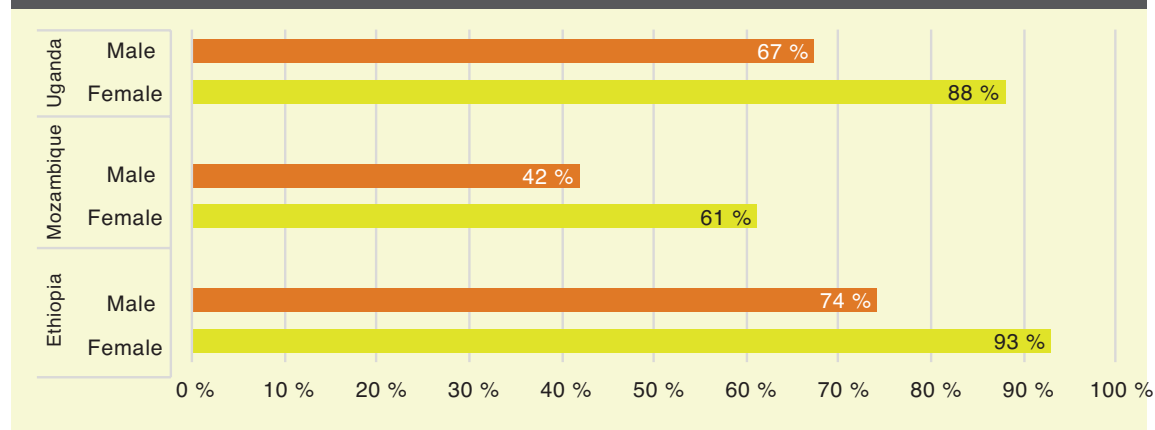
22,800 CHILDREN AND
24,000 ADULTS IN FINLAND

"KNOWLEDGE AND ATTITUDES OF YOUNG PEOPLE AT THE BEGINNING OF THE PROGRAMME"

OUTPUT INDICATOR 1.1B: % OF ADOLESCENT GIRLS AND BOYS IN TARGET AREAS WITH ADEQUATE KNOWLEDGE ON SRHR



OUTPUT INDICATOR 1.3A: % OF GIRLS AND BOYS WITH IMPROVED KNOWLEDGE ON MENSTRUAL HYGIENE





1. INTRODUCTION

Girls represent one of the largest excluded groups in the world today, facing barriers to fulfil their rights because of their gender and age. Plan International approved a new global strategy for 2017-2022 which places girls in the forefront of the action. The goal is to help 100 million girls to learn, lead, decide and thrive. Under the theme “decide”, Plan International lays separate emphasis on sexual and reproductive health and rights. In this thematic area, Plan International seeks to work together with its partners to promote the elimination of harmful practices such as female genital mutilation and early marriage, reduction of unwanted pregnancy and the promotion of maternal healthcare for adolescents, access to quality sexual and reproductive health services and the engagement of boys and men in developing positive masculinities.

The new programme period with the Ministry for Foreign Affairs of Finland (MFA) started at the beginning of 2018 and will cover the years 2018-2021. In line with the global strategy of Plan International and congruent to Finnish development policy priorities, Plan Finland sought to strictly focus the new programme on gender transformative programming and advancing girls’ rights through promoting sexual and reproductive health and rights (SRHR). The “My Body. My Future” programme was granted a budget of 20,5 million EUR for the four years, of which the support of MFA support reaches 17,9 million EUR.

The programme as a whole takes a holistic approach to sexual and reproductive health and rights, with the aim of improving understanding and practices related to SRHR issues amongst adolescents both at schools and out-of-school in five developing countries. The programme aspires to be gender transformative in that it seeks to address norms and barriers that limit the participation of adolescent girls in society.

The programme is focused not only thematically, but also by the number of countries of intervention. Current programme countries include Ethiopia, Uganda and Mozambique in Africa, and Laos and Myanmar in South-East Asia - all of these are classified as Least Developed Countries (LDCs). The project in Myanmar was re-incorporated into the programme in the last quarter of 2018, based on programmatic revision after first six months of implementation. Overall, fewer countries and broader programmes make a major impact possible at the country level and allow Plan Finland to offer better thematic and technical support to programme countries in our thematic focus areas.

The main results over the year centre around project set-up and preparatory work, such as contextualising training materials and training trainers, to ensure quality work in the coming years. Additionally, a number of youth peer-to-peer groups to discuss, learn and share information were set up in Uganda and Ethiopia, and school club and peer-to-peer group leaders in these countries started to pass on information on general life skills, gender equality and SRHR-related topics such as menstrual hygiene management to club members.

At community level, discussion and training sessions were initiated in Uganda, Ethiopia and, to a certain extent, Mozambique. Engaging traditional and religious leaders in the project in Uganda, who have taken an active stance on advancing topics related to the project, especially on ending child marriage, demonstrate early indication of a good practice to achieve change at community level. Community Based Organisations (CBOs) have been mobilised, especially in Uganda, to enter into joint action and advocacy for youth empowerment and ending child marriage.

The involvement of local and national authorities in trainings conducted within the projects has improved their understanding of the projects in question and of some key thematic areas, such as gender equality, disability inclusion or adolescent-friendly SRHR services. In Uganda, health centres have begun to introduce adolescent-friendly corners after training sessions aimed at health workers.

In addition to specific projects conducted in target countries, the programme contains cross-cutting and focused themes deemed important for advancing the general goals of child rights and equality for girls. These include gender equality and SRHR, disability inclusion, innovations and digital development, as well as resilience building.



Gender equality and gender-transformative programming are key components in all our programmes and throughout the year, Plan Finland's gender and SRHR adviser has supported Country Offices (COs) and project teams with training and advice on gender equality and SRHR.

To support the mainstreaming of disability inclusion in the SRHR programmes, a partnership with Light for the World (LftW), a global organisation specialising in disability inclusion, was established to offer hands-on assistance to programme teams in country offices and to engage in joint learning on disability mainstreaming and SRHR. Trainings were organised for project staff, partners and local and national authorities, including health workers, in all project countries, and many reported them to be eye-opening in revealing the level of exclusion and the difficulties in accessing public services many people living with disabilities currently encounter.

Through the digital development component, data collection and the monitoring system of the programme were digitalised to a great extent, and Plan Finland's M&E advisor provided training and hands-on technical assistance to programme teams in the COs on data collection methods and tools for both conducting surveys for baseline setting and monitoring purposes. These specific examples demonstrate how the strong thematic focus of the programme combined with well-defined areas of additional thematic support have enabled Plan Finland to offer more tailored and hands-on assistance to Plan country offices and partners in programme countries.

In addition to the main SRHR focus, the programme contains a programmatic component on innovation and youth empowerment, with two ongoing projects in Uganda and Ethiopia. The projects have their roots in Plan Finland's innovation work and a focus on providing innovation and entrepreneurship training to youth from disadvantaged backgrounds utilising human-centred design thinking and youth-led methodologies. Youth have become problem-solvers within their communities, contributing through voluntary action, and some have set up their own enterprises and other income-generating activities.

Plan Finland's global citizenship education, advocacy and communication work in Finland complements the programme's themes in Finland. The workshops conducted by Child Rights Ambassadors enhanced children's knowledge of child rights and created a stronger sense of global citizenship among the 12,430 children and students involved. Plan Global school also reached 333 educational profes-

“CREATING A JUST WORLD THAT ADVANCES CHILDREN’S RIGHTS AND EQUALITY FOR GIRLS”

sionals through teacher training, providing global education ideas and methods for child rights, active citizenship, gender equality and preventing hate speech. Plan Finland’s Children’s Board actively promoted gender equality and sustainable development in their events, reaching 2,300 people, and Plan Finland’s volunteers organized 228 events which approximately 30,500 persons attended.

Throughout the year, Plan communicated actively in Finland on the importance of SRHR and its relevance in achieving gender equality. Plan Finland’s overall visibility grew strongly and resulted in 475 media hits. The programme focus was also discussed on TV and radio, more than doubling the publicity. Finns also discussed Plan’s work more actively on social media.

Plan Finland gained influence through systematic meetings with key politicians and members of political parties, producing expert materials for policymakers and creating coalitions of civil society organisations (CSO) on gender, as the manifestoes of several political parties incorporated themes on global gender equality and girls’ rights ahead of the elections of 2019.

The overall budget for 2018 was € 4.9 million EUR, of which € 3.83 million was received as a support from MFA. Project expenditure during the year reached 91 %, a good result for the first year of a programme.

1.1. PLAN’S THEORY OF CHANGE

The programme is strictly based on Plan International’s global approach and theory of change. The theory of change explains Plan’s approach to achieving its purpose of “creating a just world that advances children’s rights and equality for girls”, and is divided into three main dimensions of change:

- Helping to change harmful social norms, attitudes and behaviours
- Building social and economic resources and establishing safety nets needed in times of crisis
- Influencing international and national laws, policies and investments

Plan International’s programme and influence strategies further guide all programme implementation. According to them, Plan’s programmes and projects seek to

1. promote positive attitudes, behaviours and practices, **2.** Strengthen and mobilise civil society, **3.** Develop stakeholder capacities, **4.** Influence power holders, and **5.** provide direct support in emergencies and fragile settings.

In line with the theory of change and Plan International’s global commitments to be rights-based and gender transformative, the “My Body. My Future.” -programme aims to renegotiate power to obtain more equitable opportunities for girls and boys to realise their sexual and reproductive health and rights. In so doing, Plan will be able to improve gender equality at societal level and 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.

Plan International’s position paper on SRHR, approved in 2017, lays further groundwork on SRHR work within Plan International and the projects it supports. Plan International believes that “all children, adolescents and young people should 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”. While cultural traditions, religious beliefs and social norms should be respected, they should not constitute reasons for countries to disregard international treaties and conventions in relation to sexual and reproductive health and rights.

The following chapters will present the results achieved and progress towards the targets set during 2018.



2. PROGRAMME RESULTS 2018

The 'My Body. My Future' programme is divided into four main components, SRHR projects, youth innovation and entrepreneurship, global citizenship education, advocacy and communications in Finland, as well as specialised thematic work. Three of them represent direct programmatic work and the results are reported in this chapter. Firstly, the results of the SRHR component, the largest by number of projects and size of budget, will be reported. This will be followed by Plan Finland's supported youth innovation work and finally, the results of Plan Finland's work in Finland will be reported.

2.1. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS PROJECTS

The main results during the first year mainly concern the completion of the project inception phase within Plan Country Offices, including recruitment of key project personnel, training project partners and authorities, setting up monitoring systems and conducting baselines, as well as other preparatory work necessary to build a good foundation for the projects and to ensure their smooth operation over the coming four years with an aim to create lasting impact.

During the course of 2018, project personnel, implementing partners and many local authorities improved their knowledge of gender equality, SRHR, and disability inclusion through training and workshops organised by Plan Finland, LftW and specialists in Country Offices.

School club and peer-to-peer group leaders in Uganda and Ethiopia have started to pass on information on general life skills, gender equality and SRHR-related topics such as menstrual hygiene management to club members. In Uganda, a total of 1,560 adolescents (780 F/780 M) between the ages of 10 and 24 were organised into peer-to-peer groups and in Ethiopia, 4,120 adolescents are participating in 230 peer-to-peer groups with the aim of conducting peer-to-peer dialogues in their respective areas in the future. In Laos, young people were engaged in participatory curriculum design utilising Human Centered Design (HCD) methods and reported this as a positive experience, expressing that this was the first time they had been asked about their opinions and feelings related to their interests and plans for future.



At community level, community discussion and training sessions were operative in Ethiopia, Uganda and, to some extent, Mozambique. In Uganda, active statements by traditional leaders against child marriage in their kingdoms after becoming engaged in the project and a campaign to end child marriage with the involvement of local musicians and other influential members raised awareness of the problems related to child marriage with promising results, reaching a wide number of community members. In Mozambique, the first community dialogue sessions on adolescent sexual and reproductive health

(SRH) received positive feedback and demonstrated a need at community level for more information and guidance on the subject.

In Uganda, initial steps to engage local CSOs in joint advocacy efforts on SRHR issues included the formation of a coalition of 19 grassroots organisations for youth empowerment and ending child marriage and the creation of 650 village coalitions to mobilise youth and discuss issues that affect their lives.

Altogether, the SRHR projects reached 46,500 (28,000 girls/18,500 boys) children and adolescents under the age of 19 in four countries. In addition, the community discussion and outreach activities reached 9,500 (5,000 F/4,500 M) adults over the course of the year.

An SRHR project in Myanmar was included in the programme portfolio towards the end of the year, and the operations were launched in October 2018. Due to the late commencement of the project, the results from 2018 are not included in the following results chapters, but are briefly referred in the “project management” section (Chapter 2.1.5).

A focused programme design enabled the projects to operate under a joint actor-based results framework, the results of which are presented in this chapter. The framework includes four outcomes: the first outcome concentrates on improved knowledge and changing attitudes amongst adolescents related to gender and SRHR issues. The second outcome targets community leaders, community members and parents, and seeks to achieve a more supportive environment for girls through increased awareness of adolescent SRHR, gender-based violence and action against child marriage. The aim of the third outcome is to mobilise civil society actors to work towards gender equality and girls’ rights, and the fourth outcome seeks to put public adolescent-friendly SRH services in place and promote laws and policies that support the realisation of girls’ rights.

2.1.1. Outcome 1: Adolescent girls and boys increasingly realise their SRH rights

Outcome one aims to tackle existing gender norms and remove barriers to girls’ participation within society by increasing knowledge amongst secondary school age youth on gender equality, SRHR and related subjects, both within schools and with out-of-school youth. While the exact strategy to reaching adolescents varies between the countries, in general, the projects engage in capacity-building through youth clubs within schools and commonly utilise peer-to-peer groups for information sharing and learning. The aim is for young people involved in youth clubs or peer-to-peer learning to start to reach out to out-of-school youth within their communities.

In Uganda, children and young people increased their knowledge of child marriage, gender equality and menstrual hygiene management after engaging in various training sessions and community dialogues. 52 facilitators were trained in Champions of Change (CoC) methodology that aims to engage youth in an intensive learning process to reflect and challenge their own views and beliefs in relation to gender equality and existing gender norms, after which they are expected to share their knowledge through peer-to-peer-training. During 2018, CoC facilitators reached out to 1,560 young people (780 F/

780 M) aged 10-24 to form Champions of Change Clubs. 52 girls (12-19 years) re-positioned their own resolution to get married and refused to do so after attending CoC sessions and being mentored by the facilitators. A further 52 girls started training to produce sanitary pads with a view to subsequently passing these skills on to their peers. Out-of-school children and adolescents conducted community dialogue sessions on children's rights, child protection and the impact of child marriage on children with the support of project implementing partners.

In Ethiopia, there are early indications of enhanced understanding of themes related to SRHR amongst adolescent girls and boys in the target communities after a series of training and awareness-raising sessions. Training started from topics familiar to Plan and partner organisations including general life skills, gender equality, child marriage, gender-based violence, harmful traditional practices and menstrual hygiene management. In some project areas, training on reproductive health and contraception were initiated. Altogether, 835 school group leaders (435F/400M) acquired knowledge on topics related to gender equality and SRHR and developed action plans for information-sharing. So far, 230 peer-to-peer groups have been formed and young people have started cascading messages to their peers through peer-to-peer sessions. Observation by the project team suggests that girls' absence rates from school due to menstruation has started to decline. Girls' clubs at schools provide a place to wash and rest, provide sanitary pads and clean clothes, disseminate information on menstrual hygiene management and teach club members how to produce sanitary pads, thereby contributing to the decreased absenteeism.

The Champions of Change training model developed by Plan International was originally adopted as the key programme strategy to reach adolescents in the programme countries based on good experiences from many other countries and projects. In the course of 2018, training materials were adapted to national contexts and eventually, projects adopted different strategies regarding the extent to which this methodology should be relied upon. In Uganda, Mozambique and Myanmar, the methodology will be included in the project approach, but adaptations were made to modules deemed culturally sensitive. In Uganda, material related to sexuality education in schools was forbidden, and a decision was made to continue school clubs based on the Participatory School Governance method, known for good results from the previous programme period, while CoC clubs would operate alongside the school clubs but outside the formal educational system. In Ethiopia, prolonged experience with peer-to-peer school clubs supported the decision to approach the themes through school clubs combined with smaller pilot groups operating under the CoC methodology. In Laos, a decision was made to create a completely new training methodology that would better portray the cultural specifics of the country.

In Laos, a completely new training methodology for adolescent SRHR training was created utilising Human Centered Design methods to fit the local context. Young people were actively in the design process conducted by Butterfly Works, a social design company pioneering co-creation and design thinking in international development with experience in SRHR issues. The co-creation process received positive feedback from the participating youth, who greatly appreciated the interest to utilise their worldview as a starting point for the trainings. Plan Laos participated actively in the process and is now equipped with tools and methodologies to introduce similar approaches in the future. However, engaging in such a process was time-consuming and the training modules, including teacher training material, remained to be completed during the first half of 2019.

In Mozambique, youth clubs at schools and peer-to-peer clubs will become operative in the beginning of 2019.

2.1.2. Outcome 2: Parents, community leaders and community members increasingly value equality for girls

Outcome two targets community leaders, community members as well as parents and seeks to achieve a supportive environment for girls through increased awareness of adolescent SRHR, gender-based violence and action against child marriage.

During the first year of the programme, progress at community level is related to setting the scene and building trusting relationships within the communities. In most countries, project staff introduced the project and project goals to community members and initial discussion and training sessions were held. The results differ between countries and local contexts; in Ethiopia and Uganda, Plan has worked on similar topics with most of the participating communities before - especially on themes related to ending child marriage, reducing female genital mutilation (FGM) and tackling gender-based violence (GBV) – and projects thus had a head-start with specific training and community discussion sessions.

One of the most promising practices seem to have been the engagement of cultural, religious and traditional leaders in the project in Uganda, especially on raising awareness of the risks to girls of child marriage and harmful traditional practices. The opinions of the traditional leaders have great significance in influencing people's behaviour and their statements are often influential in achieving legislative change as well. Religious leaders have been an integral part of Plan's projects before, yet now even more active participation has been promoted. As a result, the Kingdoms of Acholi and Lango have taken an active stance against child marriage within their jurisdiction, and clan leaders are raising awareness amongst clan members about the negative consequences of child marriage. 133 marriages of teenage girls between October and December 2018 alone were cancelled. Some of the Protestant churches have started to speak out and take action against child marriage as well.

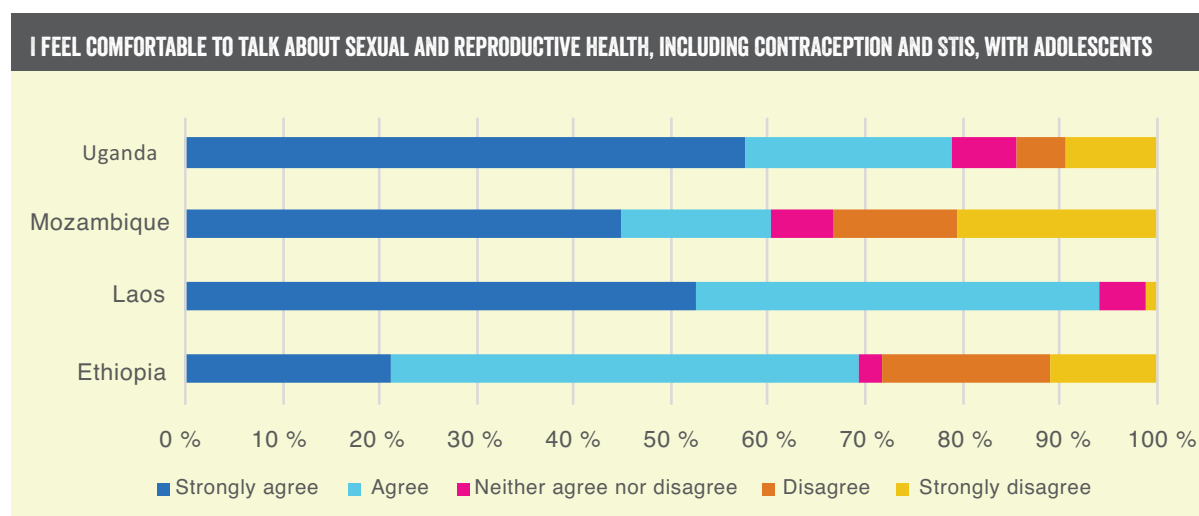
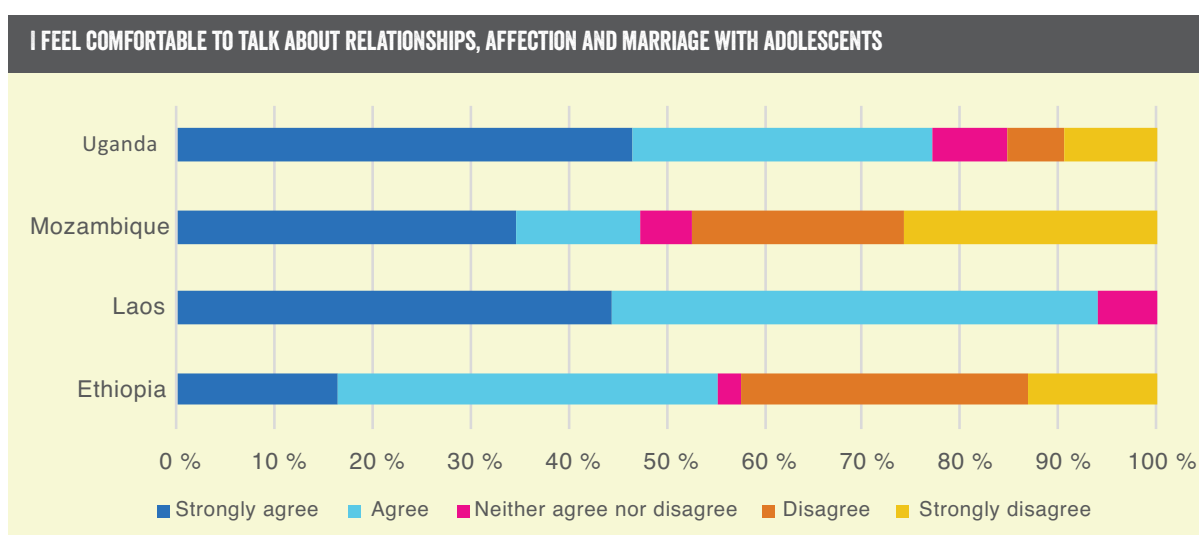
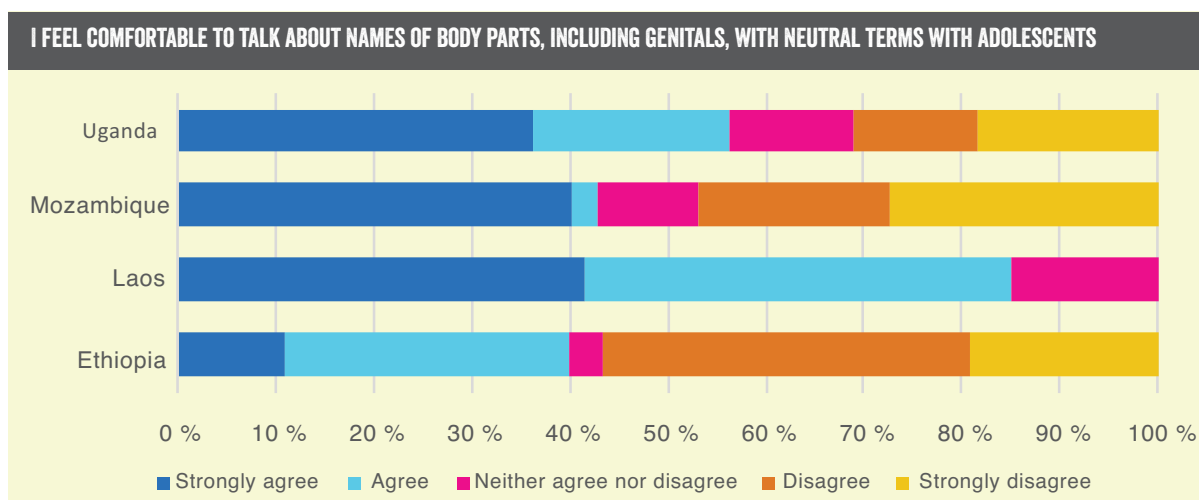


General community awareness sessions and a campaign to end child marriage in Uganda increased knowledge within communities about problems related to child marriage. Community awareness-raising sessions within the campaign reached 18,506 (9,750 F/8,756 M) community members, and community radio sessions further supported the message. The campaign included a music festival at which 22 local musicians performed songs that included advocacy messages to end early pregnancies and child marriage and caught the attention of the media: four local radio stations decided to voluntarily join the campaign and air messages on ending child marriage and teenage pregnancy.

Similarly, in Ethiopia, working with influential community members, religious leaders and cultural gatekeepers as entry points to address SRHR issues made the engagement with project target groups and discussing sensitive topics easier. After a series of training at community level on gender equality, child protection and harmful traditional practices (HTPs), there are indications of increased understanding of these issues at community level. For example, people are starting to discuss the issues at church, or parents report that they have started to discuss issues such as body changes during adolescence with their children. However, continuous community discussions and repeat messages are required to change the practices for good.

In Mozambique, trusting relationships at community level seem to have been achieved after dedicating time to presenting the project and its activities and goals. After the sessions on community dialogues within the communities, there is more openness in community groups to discussing issues previously deemed delicate, such as sexuality or contraceptive use for adolescents, and community members have started to approach Plan with sensitive issues such as cases of child marriage. In general, however, dialogue on sexuality at the family level is still limited if not non-existent, and open discussions about this topic with children is still a taboo and cause for social shame. Limited discussion within families and lack of knowledge about SRH rights contributes to the high number of early pregnancies and adolescents involved in relationships are usually forced to go and live with their partner or to get married, even at a young age.

The initial data collected for output and outcome indicators reveals that while differences between project countries exist, discussing issues related to sexuality and sexual and reproductive health with adolescent is a sensitive theme in many of the programme areas. Figure 1 (a,b,and c) demonstrate the baseline for indicators selected as examples in this respect.



Building a lasting impact on community members' lives through supporting social and economic assets and safety nets is one of the main pillars of Plan International's Theory of Change. Women's Support Associations (WSA) and Village Savings and Loans Associations (VSLA) are an integral part of the project approach, especially in Ethiopia. These groups serve as platforms for training and as economic safety nets, and members often engage on training and information-sharing at community level. In Ethiopia, VSLA members trained in SRHR-related issues such as access to SRH services and GBV have been actively promoting the themes within their respective communities; they have, for example, disseminated information within communities, invited health extension workers to give lectures on the theme and shared information through church groups. Altogether, 191 members of 40 existing VSLA groups were trained in both financial management and thematic issues such as gender equality and HTPs. Eight new groups were established.

VSLAs are also being utilised as a part of the resilience approach in Ethiopia. Together, VSLAs and income-generating activities provide safety nets to the most vulnerable community members. For example, families with members living with disability and adolescents identified as living in vulnerable situations benefitted from these activities during 2018 through loans, and they have provided training on income-generating activities.

2.1.3. Outcome 3: Civil society actors engage and mobilise others for girls' rights

The aim of the third outcome is to mobilise civil society actors to work towards gender equality and girls' rights. All projects work with CSOs and other partner organisations to leverage the impact of their work. Partner organisations include both implementing partners and various coalitions through which regional and national advocacy is carried out.

During 2018, the skills of implementing partners and other partner organisations on SRHR, gender equality and disability inclusion were strengthened. Training sessions were organised both by Plan Finland and Plan COs for the partners, other CSOs and local authorities. The capacity of partner organisations on these themes vary; some are very experienced and have been collaborating with Plan for long periods of time, while others still require support in building their capacity. Disability inclusion was identified as one of the themes for which continuous capacity-building of partner organisations would be required so as to change attitudes at community level.

One of the main aims of the programme is to build the capacity of different civil society actors and to enable them to advocate together at different levels. While most projects are yet to initiate joint advocacy efforts, some were able to take steps to take the issue further. In Uganda, a coalition of 19 grass-roots organisations was established to advocate for youth empowerment and ending child marriage, and to form village coalitions to mobilise young people and discuss issues that affect their lives. In total, 650 village coalitions and 156 parish level coalitions were established, with a total of 19,500 members (9,750 F/9,750 M). Additional district-level youth coalitions were established to champion the voice of youth to different administrative units. Community-based organisations conducted disability audits in 19 health centres after receiving training on disability inclusion.

In Ethiopia, Local Parent and Teacher Associations and Child Rights Committees have become more involved in child protection endeavours in target communities. 70 CBOs and faith-based organisations improved their capacities, for example in gender equality, SRHR and the impacts of GBV and harmful practices to be able to engage in advocacy work in the future. Partner CSOs have also received training also in disability inclusion in order to initiate community discussions around the topic.

In Mozambique, after the first year, the implementing partners' project staff have demonstrated good skills when facilitating awareness campaigns and community dialogue sessions, showing that the training sessions held so far are achieving the expected results. In addition, abilities for evidence-based programming and monitoring and evaluation (M&E) of the partners were strengthened through their active participation in project baseline data-collection exercises.

In Laos, the project implementing partners were not able to sign an agreement with the government before the end of 2018 and were unable to start the project activities. They have now trained project personnel in place to start gender training at village level, conduct research for advocacy purposes, as well as to engage in advocacy or awareness raising activities with the project target groups during the subsequent years of the programme.



2.1.4. Outcome 4: Government and local authorities place a higher priority on adolescent SRHR

Outcome four seeks to have adolescent-friendly public SRH services in place and promote laws and policies that support the realisation of girls' rights.

In Ethiopia, the government, local authorities and service providers' capacities to provide adolescent-friendly SRH services were actively supported during the reporting year. Training on adolescent- and youth-friendly SRH services was conducted for 262 health extension workers (111F/151M) to enhance their capacity to provide services for young people. Collaboration between Ministries of Health, Education, Social Affairs and Women and Children on SRH matters was strengthened through a workshop on SRH services arranged for 88 participants (23F/65M) from different government sectors at regional and district level. A further 1,080 (620F/460M) staff from the government attended the capacity building sessions on child-friendly laws and policies – mainly a new Ethiopian Child Policy, which was approved in 2017. Based on feedback from the participants, the training sessions and policy dialogues have given them the opportunity to understand the policies better, which subsequently improves their implementation capacity.

In Uganda, reporting on teenage pregnancy increased from 10,521 in 2017 to 20,580 in 2018 in the project districts, according to district bio-statistical reports, indicating an increased awareness of the disadvantages of early pregnancy. Extensive training provided to health workers on adolescent-friendly SRHR services increased the understanding of health workers on both providing SRHR services and how to work with adolescents. A mapping conducted in both governmental and private health services revealed a gap in youth-friendliness of the services that should be addressed. So far, 25% of the trained health workers have installed youth-friendly corners at health facilities according to the guidelines provided.

Efforts to increase the knowledge and understanding of health workers on disability inclusion and service provision to people living with disability in Uganda have led to increased understanding about disability-friendly SRHR services amongst health workers. The trainings were conducted by LftW and the Ministry of Health, with organisational support from the project.

Creating good working relationships based on trust with local and national authorities will be a key to success in all projects; this will increase the acceptance of the theme and sustainability of the results. In some countries, especially Laos and Ethiopia, signing contracts with the government and negotiating and agreeing cooperation with governmental offices took most of the first year. On the other hand, there is a good momentum in both countries for cooperation with authorities and opportunities to find syner-

gies between the projects and governmental processes. In Ethiopia, sexual and reproductive health is one of the priority areas of the government with guidelines for such matters as adolescent sexual and reproductive health in place. In Laos, educational authorities have been engaged in the process to renew and create comprehensive sexuality education (CSE) training materials for schoolteachers, and an opportunity was identified to support the implementation of the guidelines and materials at secondary schools in the project areas.

2.1.5. Strategic objectives and project management



The first year of implementation included an inception period with a significant amount of preparatory work that is visible only indirectly in the programme's result framework. Project personnel have been contracted, both at Plan COs and within implementing partners' offices, and partners and project staff has been trained on SRHR, gender, disability and other relevant themes to start to disseminate the information further. Plan Finland supported the country offices actively in the inception phase and Plan Finland's specialists on Gender and SRHR, disability, M&E and Innovation and Digital Development organised a series of training sessions and workshops to support a smooth start and operation of the projects. Thus, many of the efforts conducted during the first year have revolved around setting in place a solid foundation for the projects to operate in coming years.

The project in Myanmar was added to the 'My Body. My Future' programme towards the end of 2018 based on the relevance of the work for gender equality and SRHR in the country, the potential impact of the work with adolescent SRHR rights and a reassessment of the programme budget which, in the end, allowed the project to be reinstalled in the portfolio.

Throughout the year, efforts were made to improve monitoring at output and outcome level within the programme, including training and development of methodologies for unified data collection with digital tools. However, while progress can be identified in a number of activities implemented, results at outcome or output levels are limited and no indicator data to demonstrate progress is available from 2018.

Traditional baseline studies were conducted in Laos, Ethiopia and Uganda, generating useful information about the situation of adolescents and SRHR within project areas. In Mozambique, instead, baseline information for output and outcome monitoring was conducted in house together with the project implementing partners. This effort

increased not only the data ownership and technical skills within the project team but also contributed to a change in the mindset towards a "can-do" approach, and a decision was therefore made to conduct a similar exercise in other COs as well in the coming year. Setting up the monitoring systems in all projects took a good part of 2018, and we expect to acquire more systematic information on results at output and/or outcome levels from year 2 onwards. More information is available on monitoring and evaluation on chapter 4.1.

In Laos, all projects are required to sign an agreement with the government at national and regional levels before they can become fully operational. Although preparatory work was conducted in close cooperation with the relevant national and regional authorities, the project was only able to gain the approval at all governmental levels towards the end of the year, which strongly contributed to the limited results during the first year.

Operations in Myanmar were initiated towards the end of the year, and cooperation was formally launched in October 2018, when contracts and operating relationships with the Plan Myanmar Country Office were fully formalised. The first months of the project were spent on preparatory work such as further defining the project focus and detailing the intervention area based on situation analysis on gender and SRHR, contracting project personnel and training project staff both in the Plan Country Of-

fice and the project area. A process to adapt and translate training material on SRHR for young people was initiated at the end of the year. Training in the Champions of Change method for project staff was conducted. Additionally, Myanmar initiated cooperation with LftW as a part of the global partnership on disability inclusion. All this preparatory work paved the way for the project to start full operations during the coming year.

2.1.6. Ethipad and women's economic empowerment in Ethiopia

Ethipad is a project dedicated to sanitary pad production as a means of bringing economic opportunities to young girls and women and increasing the availability of locally produced sanitary pads in Ethiopia. The concept was first introduced on an Innovation Challenge competition organised by Plan Finland in 2016, and after a promising start and based on a great potential to generate a social and economic impact, the project was subsequently included in the current programme.

During 2018, seven sanitary pad production and marketing associations with 140 members (108F/32M) started to produce sanitary pads after the members finished training on sewing skills. 10 people living with disability were trained in sanitary pad production and they became members of the associations. The project provided the pad production associations with the initial materials and equipment required, including sewing machines and materials. All pad production and marketing associations fulfilled the legal requirements and were granted certification from the competent authority.

The initial activities to establish the associations and train the members on how to produce sanitary pads succeeded beyond expectations; however, the groups require stronger support with the marketing of the products, which had been planned for a later stage. The efforts to sell the pads have been limited in comparison to production during the first year.

In addition to sanitary pad production, the project aims to promote local sanitary pad use and to increase the social and economic empowerment of girls and young women through involvement in VSLAs. Girls and young women have become leaders of the VSLAs and currently, all ten project-related VSLAs have a female leader, with the majority of the 302 (253F/49M) VSLA members being female (84%) as well. Through VSLAs, the members get financial services in their vicinity and are able to save money and access credit by themselves. Many VSLA groups have now decided that their respective VSLAs will procure sanitary pads from the producer associations so that they can be easily bought from the VSLA, and they will become a channel for marketing locally made sanitary pads at the village level.

2.1.7. Challenges and lessons learnt

Many topics related to SRHR are culturally sensitive, even social taboos, and although Plan International has global policy guidelines on SRHR in place, restrictions exist at country level as to the issues that can be taught and discussed. Overall, difficult themes particularly include questions of abortion and sexual orientation, which may be legally restricted, or sexuality education, in which restrictions may exist regarding where and how the themes can be taught. Moreover, issues related to sexuality and sexual and reproductive rights are often personal and may provoke strong opinions and reactions when discussed. Contextualising project approaches and training materials according to what is suitable in each locality is important, yet finding a balance between being context-specific and being able to alter existing norms and practices may at times be a delicate question. Bearing all this in mind, projects have adopted different approaches and strategies to tackle the themes in their countries in socially and legally acceptable ways, which has had implications on the project design discussed in chapter 2.1.1.

In most countries, it is recognised that traditional, legal and religious conceptions limit the possibility to tackle many SRHR-related issues and parents and teachers often fear that talking openly issues such as sexuality or contraception will increase the sexual activity of youth. Hence, strategies should be found to gradually introduce more challenging themes alongside of Plan's traditional work on female genital mutilation, gender-based violence and reducing child marriage.

Introducing sensitive and difficult topics, such as SRHR or disability inclusion, requires all project participants, from programme and project staff to project partners and local and health care authorities, to challenge their own views and potential prejudices to be fully able to engage in the project implementation in a meaningful way and to promote change in the norms, behaviours and attitudes of the target

groups. Moreover, the programme is essentially tackling complex and sensitive issues to which there are no quick fixes. Mutual learning and training are required not only at the beginning of the project, but continuously throughout the programme cycle to gradually increase the impact of the activities. We expect that through joint learning and continuous training, topics that may now feel difficult to tackle will become easier as the programmes are developed further.



While gender equality has been an integral part of Plan Finland's programme work in the past, the shift towards tackling the root causes of gender inequality in all projects does require all programme participants to constantly analyse whether the project intervention logic and activities conducted really do contribute to this target. Being gender transformative requires not only training on technical issues or project staff, implementing partners and other partner associations, but also understanding as to how one's own actions may hinder or reinforce existing power balances – and how these power balances can be altered within a society. Changing social norms and behaviour do not occur overnight, but require persistent work at many levels to be achieved. Thus, the results of our work will become visible only gradually. Bearing this in mind, project targets and expected results should also reflect this reality.

In some countries, finding qualified staff with the necessary skills to work with SRH rights and behavioural change has proven difficult and the alternative has been to recruit persons with the potential to grow into the position. The capacity of partners and other CSOs in the area is sometimes limited, and it became evident that even more efforts than anticipated should be channelled into ensuring that all project partners have the capacity and skills to conduct and complete project activities.

Raising awareness of issues and practices that may have remained hidden in the past may create demand for services that are currently inexistent or inaccessible to many. For example, in Mozambique, practice demonstrated that even if providing support to cases of early marriage and adolescent pregnancy were not included in the project plan as such, in reality, after gaining the trust of community members and adolescents, Plan is and will be approached for assistance in resolving such cases. So far, Plan Mozambique has taken action to mediate and support processes to resolve the cases, yet strategies should be developed in all projects on how best to respond to these approaches, should they arise.

Likewise, introducing disability inclusion as a topic has revealed a vast demand for disability-related services and assistance devices in some project areas, a demand that the projects are not designed to meet, since the approach focuses on making SRH services and information available to adolescents living with disability and promoting meaningful participation in peer-to-peer groups and other project activities. The intervention strategies will need to be carefully designed so as not to create false expectations, but to offer meaningful training and services for those who are likely to benefit from them. This challenge was one of the main drivers behind the decision to rely on a partnership with an expert organisation to develop further the work on SRHR and disability.



Introducing the topic of resilience into the project activities was postponed until the following year. Having introduced the new topics related to SRHR and disability to the project teams, combined with often complex project designs, it was considered that incorporating yet another new topic would result in an excessive workload for project personnel. Ethiopia had taken a head start on the theme, having already introduced a resilience approach during the previous programme, and was able to continue and build the work based on experience from past years.

2.2 YOUTH INNOVATION PROJECTS

The programme includes two innovation projects designed to increase the capacity for innovation, entrepreneurship and life-skills amongst vulnerable youth in Uganda and Ethiopia. The projects offer training, mentoring and peer-to-peer support for youth from disadvantaged backgrounds utilising human-centred design thinking and youth-led methodologies. After taking part in the training programmes, some young people have set up their own businesses or other income-generating activities, and in general, young people have become active problem-solvers within their communities.

Young people themselves maintain SmartUp hubs and engage in training, mentoring and peer-to-peer learning. These projects originated from Plan Finland's innovation work and have existed as independent projects since 2016 in Uganda and 2017 in Ethiopia. Seven hubs in Uganda and two hubs in Ethiopia reached over 1,200 young people during 2018. Due to their different origin and goals, these projects follow their own result framework and reporting strategy that differs from the SRHR projects.

2.2.1. Smartup Uganda

Smartup Factory in Uganda had evolved from an innovation pilot concept to a fully registered independent entity by 2018, that operates as an independent partner organisation for Plan International. This allows the project to work more efficiently and, for example, allows more flexibility to widen the funding base.

The number of Smartup factory hubs currently in Uganda reaches seven, of which two new hubs were set up and operationalised with support from Kampala urban authority as an outcome of cooperation with Kampala City Authority for implementation and scale-up of the program.



On top of basic training sessions on design thinking, leadership skills, entrepreneurship and life skills, key innovation training conducted in 2018 included Coding (programming), Solar Photovoltaic, and Solar5 /Gosol Solar Oven bakery training. Continuous assessment of the training needs of the young people contributed to the development of the training programme and training offers throughout the year.

The Girls Leadership Academy continued to promote leadership and provide guidance to young women through interaction and networking on a fortnightly basis. For example, external female mentors were identified to share their experience with girls, and many young inspirational female speakers were invited to speak at the hubs. The academy was fully set and functional, especially within the Kampala hubs.

During 2018, the Smartup Innovation Challenge Fund was launched for the second round and was concluded with awards to 14 different innovator groups from 42 participating ideas, a total of 52 million shillings (€13,000) was awarded to support the new start-ups. The day-to-day mentorship across all the hubs for young people enabled the incubation of these ideas.

The Smartup Factory secured partnership with the Bluseed kick-start funding organisation, which will see young people with business ideas directly provided with revolving loans that can enable them to get their business up and running while paying no interest.

2.2.2 Smartup Ethiopia

Two Smartup centres have been established in Ethiopia, in the outskirts of Addis Ababa, and are currently managed by YMCA as an implementing partner to Plan Ethiopia.

The youth champions in the Smartup centres have displayed significant improvements in their self-esteem, confidence, public speaking skills, reasoning, negotiating, planning, communications, entrepreneurship and other skills. This has been the result of various training programmes and the weekly peer-to-peer dialogues, debates and discussion on different youth-related issues. Training offered at the centres include life-skills training, basic ICT skills, job readiness skills and language and communications skills training, amongst others. The weekly peer-to-peer sessions included such themes as climate change, large-scale conflicts, inequality, poverty, religious conflict and government accountability and transparency.

A few youth champions have managed to start their own small businesses, such as ICT maintenance service provision, decor or micro-level handmade leather & plastic product manufacturing as a result of the business plan, entrepreneurship, scholarships, additional vocational training and innovation fund opportunities. A few other youth champions have managed to secure employment in private and government organisations, uncovering the hidden talent and potential within themselves.

While a few youth champions have set up their own businesses, the impact of the programme is visible in the lives of young people and their communities: An outreach service and voluntary service programmes have contributed greatly towards helping young people get involved in solving the problems of their communities and demonstrating the leadership skills they acquired during their stay in the Smartup Factories.

2.2.3. Challenges and lessons learnt

A high drop-out rate of young people was persistent throughout the programme in both countries and it often originates from differing expectations about the contents of the training programme. The youth are provided with skills to develop their own ideas, but no direct employment or monetary reward is guaranteed.

In Uganda, the underlying reasons for the drop-out rate has been analysed: some of the young people demonstrated a lack of interest in the training programmes, found it difficult to adapt to technology-related courses or innovate within the theme, while others missed specific training sessions due to individual challenges, for instance due to long distances. In response, the training programmes have

been developed continuously based on the feedback from the participants. Young people struggling to access the centres were encouraged to make the most of the days when they were able to access the centre, and specific mentorship programmes with the respective mentors were arranged for them.

In Ethiopia, the project team contacted youth champions who have dropped out to understand better the root causes for drop-out and trying to support them. Participating young people are requested to sign a commitment form, and efforts have been made to explain the programme and opportunities clearly during the orientation sessions.

The Smartup team in Ethiopia recognised that networking and collaboration between the two Smart-up centres within the country was of vital importance in sharing experiences, resources and lessons rather than reinventing the wheel. The strengths and weaknesses of one centre have been used as a learning opportunity in the other center.

Attention should be paid to administrative processes and internal bureaucracy in the future. In Uganda, payments to mentors engaged in facilitation were often delayed, demotivating the mentors.



2.3. COMMUNICATIONS, YOUTH PARTICIPATION AND GLOBAL CITIZENSHIP EDUCATION IN FINLAND

In Finland, the 'My Body. My Future' programme concentrates on advancing girls' rights and global gender equality as well as raising awareness of the effects of climate change on children's rights in general and girls in particular. Children and youth are engaged as active participants in advocacy and awareness raising.

The work in Finland includes global citizenship education targeting the formal education system through the Global School programme, awareness raising amongst children and youth on global issues and engaging them in advocacy work, Plan Finland's volunteer work, and communications and public engagement.

In 2018, Plan Finland's work in Finland reached 46,800 persons, of whom it was estimated that 22,800 were children under 18 and 24,000 were adults. In Global School, 45 child rights ambassadors reached altogether 12,430 pupils through 760 school visits to educational institutes around Finland. The Children's Board actively promoted gender equality and sustainable development, reaching 2,300 people. In addition, Plan Finland's volunteers hosted 228 events, such as discussion sessions or photo exhibitions at libraries, to which approximately 30,500 persons participated. Plan Finland's visibility in the media increased remarkably, and its visibility in social media in particular grew exponentially. Plan also actively engaged in advocacy work to promote girls' rights and gender equality.

The programmatic work in Finland has its own actor-based results framework, and the reporting is organised by the expected outcome. The programme builds strongly on progress made and experience gained during previous programme periods, with a new, stronger focus on girls' rights and sexual and reproductive health and rights.

2.3.1. Outcome 1: Children and young people promote child rights, gender equality and SDGs

The Children's Board (CB) offered children aged between 13 and 18 a forum to learn about child rights and practice influencing in an encouraging environment. 70% of the Board members reported that they felt they had made an active contribution to enhancing gender equality and sustainable development. Children's Board was active in organising its own events that reached a total of 2,300 young people. The biggest events for 2018 were Girls Takeover and the "Tieni Vaikuttajaksi" event, at which various young influencers shared their stories how they became activists in their particular area.

Plan also made a positive impact on children in the formal education system through its Global School activities. The 45 child rights ambassadors reached altogether 12,430 pupils through 760 school visits to educational institutes in the Helsinki metropolitan area, Jyväskylä, Oulu, Rovaniemi, Tampere and Turku. 90.3% of teachers in the classes visited evaluated the visit as meeting its targets well.

The "Lasten oikeuksien kymppi" learning module brought together 11-12-year-old pupils at primary schools for a 10-lesson study module to learn about child rights. The module increased its popularity as a record number of school classes, 32 in total, signed up for the module in autumn 2018.

The Global School created a new training module, Asennetta vapaaehtoisuuteen, which gives upper secondary students and immigrant youth possibilities to solve global and local problems through volunteering in non-governmental organisations (NGOs). The module was piloted in two secondary schools in the metropolitan region and gained excellent feedback from students, schools and the NGOs involved. Almost all of the 14 students who participated (Lumo 100%, Vuosaari 94.2%) reported that they gained new skills and knowledge about gender equality, child rights, influencing society and volunteerism.



The Young Adults' Network (YAN) offered young people opportunities to learn on and act for issues that are important to them, by self-organising documentary evenings, sharing information on the sustainability of the clothing industry and inviting new volunteers to join in. They also proactively initiated, designed and implemented a campaign on the accessibility of contraception, aimed at raising debate on whether all youth globally and in Finland have equal access to contraception. The campaign raised awareness and dismantled taboos on contraception among the over 2,000 youth reached during the campaign.

As a part of the process to reorganise Plan Finland's voluntary work, the Young Adults' Network as a separate network was ended by the end of the year 2018. The volunteers of YAN were encouraged to join the other volunteer activities of Plan.

2.3.2. Outcome 2: Education professionals provide quality global citizenship education

Plan Global School enhanced the capacity of educational professionals by arranging training and producing teaching resources. Teachers participating in the training sessions found them useful and empowering, and recognised that they had learnt skills and methods to be used in their everyday work. Three months after the training, 83% of the participants stated that they had already or are planning to use the skills and material acquired in the training. Understanding the link between global

education and the school curriculum was especially highlighted in the feedback collected from early childhood educators.

The teacher training focused on four topics: 1) child rights and global education in early childhood education, 2) diversity and anti-hate speech education 3) gender roles and equality 4) global citizenship education. 23 face-to-face training sessions reached 333 education professionals in 8 different regions (Joensuu, Oulu, Tampere, Turku, Kajaani, Helsinki, Vantaa, Turku, Rauma). As an attempt to provide a training possibility also for those who cannot attend face-to-face workshops, a self-paced online training course on hate-speech was created.

The Child Rights Ambassador network's capacity was strengthened by two national training week-ends and online trainings. The training and learning by doing helped them to gain better pedagogical skills and knowledge on global issues, child rights, gender equality and sustainable development. Plan's strategic topics of diversity and gender equality were emphasised in the ambassadors' work through promoting the use of a new digital tool, the Sheboard app, which Plan has created with Samsung. Child Rights Ambassador visits also empowered schoolteachers, as 73.1% of teachers whose classes were visited reported that they acquired new tools and ideas for their own work.

Global School experts participated in several networks and advocacy processes relevant to maintaining the quality of global citizenship education among education professionals (e.g. Fingo, Ministry of Education, UNESCO, Lastensuojelun Keskusliitto).

The Global School maintained, updated and distributed pedagogical resources both in digital and printed format. The materials were promoted in relevant networks and events, e.g. Varhaiskasvatusmessut and Educa, where an anti-hate speech video installation was also organised. Nearly 7,000 educators uploaded or ordered materials by mail. The internet game for primary school, "Maaailman ympäri", was renewed and gained thousands of new visitors. Global School also cooperated with the Wäinö Aaltonen museum by producing a media and art education material on immigration issues.

2.3.3. Outcome 3: The general public values empowerment of girls and women, and act for enhancing global gender equality

Plan Finland's volunteers actively promoted the movement for girls' rights by organising awareness-raising events in different parts of the country. The number of events increased from 187 in 2017 to 228 in 2018, reaching more people and gaining more visibility for topics related to girls' rights. The events ranged from panel discussions and family events to participatory stands at bigger festivals, the most popular being Plan's photo exhibitions that volunteers have set up in libraries and other public spaces. The events reached an estimated 30,500 people.

To improve the impact of Plan Finland's volunteering opportunities and guarantee better synergies with Plan Finland's work in Finland and with the overall goal of supporting and promoting the participation of youth as active citizens, young adults were defined as the new main target group for Plan Finland's volunteering opportunities during 2018. Into the future, a clearer concept of volunteering, a more defined target group and smoother processes for signing up to volunteering will be adapted to strengthen the impact of the volunteering activities.

Children's Board was active in the Girls Takeover campaign, in which nine board members took over positions of high-profile leaders in the public and private sector for one day on the International Day of the Girl Child on October 11 (for example Helsingin Sanomat, Kone, Kesko, Chair of Committee of Foreign Affairs of the Parliament of Finland). The campaign highlighted the fact that girls and women are underrepresented in leadership positions in Finland and globally, and how Finnish companies and institutions can enhance global gender equality. The CB members taking part in the campaign achieved high-level results, such as an editorial text on climate change at Helsingin Sanomat and a promise from the Chair of the Foreign Affairs Committee, Matti Vanhanen, to consult youth more systematically regarding issues dealt with by the Committee. Kesko decided to include gender equality as one of the objectives of its corporate responsibility programme, aiming to strengthen the rights of and opportunities for women and girls in all operations and purchasing chains, and Accenture Finland committed to organise a reversed mentoring programme with Children's Board members and Accenture management.

All the girls who took part in the takeover felt that they had really been able to make a difference during the day and that it was an important experience for them as active citizens. The Girls Takeover event attracted a high peak of media hits and raised interest among general public. Media results



included 64 print media hits, 56 online media hits, 1,189 social media hits and the #tyttöjenpuolella and #tyttöjenpäivä hashtags reached 6,948,318 and 7,790,118 people respectively.

Plan Finland's volunteers were active during the International Day of the Girl Child and Girls Takeover campaign as well; volunteers organised events, exhibitions and activities in 77 municipalities around Finland, including exhibitions and stands at 90 libraries.

Throughout the year, Plan Finland communicated actively on the importance of SRHR and its relevance in achieving gender equality. Communication material from Mozambique gained publicity for our work to decrease early pregnancies. For example, the magazine Anna, the largest women's magazine in Finland, published a large reportage about Mozambiquian young mothers, the obstacles they had to overcome and their aspirations for the future. The readers found it the most interesting article of the magazine. We used the material from Mozambique in many other occasions as well, such as in our events in Maailma kylässä and SuomiAreena.

In 2018, it was Plan Finland's turn to introduce its programmes in Nenäpäivä. Several inserts were filmed in the project in Ethiopia focusing on SRHR, for example on menstrual hygiene. Nenäpäivä is a valued partner of Plan Finland and its contribution is important to our match funding of the MFA programme. Nenäpäivä's five hours live broadcasting gained 723,000 viewers at its peak and 480,000 people watched the whole show. Plan Finland's programme and funding from the MFA gained much visibility during the show, but also in the side events and communication material produced by YLE and Plan. The singer Arja Koriseva visited Plan's programmes and raised awareness about the programme focus in several interviews and on many occasions afterwards.

Even though the 'My Body. My Future' programme has just started, this did not hinder Plan Finland's media visibility and other earned visibility. During the year 2018, total media visibility grew largely, reaching 475 media hits. The potential reach of the earned media hits was 74 million. This refers to the potential size of our audience when the circulations of these medias are added together and if they all had read or watched these articles. Additionally, girls' rights and Plan Finland's work was discussed on television and radio and the publicity in these media more than doubled. Plan was on the TV news or talk shows 11 times during 2018.

Finns also discussed about Plan in social media (earned social media, which means social media channels other than Plan Finland's own). The total number of followers in 2018 reached six million, which is a significant increase from one million the year before. SRHR themes and gender equality are clearly interesting themes for the Finns.

After the budget setbacks a few years ago, Plan Finland was now able to strengthen the social media resources by one person. Nearly all the results in social media channels grew exponentially. The reach of our gender-focused hashtags was over eight million.

According to a recent survey (Dec 2017), Plan Finland's supporters value the printed Plan magazine highly. However, there is also a growing need to develop a digital version. Due to staff changes in the fundraising department and the delayed tendering process for an online partner, we have had to put our digital development project on hold. Hopefully we will be able to continue the development in 2019.

2.3.4. Outcome 4: Finnish development policy supports the realisation of global gender equality and child rights

In 2018, the main goals of Plan Finland's advocacy work were: **1.** Strengthening girls' rights in Finland's development policy, **2.** Climate change mitigation and adaptation, **3.** Increasing the development co-operation budget, **4.** Improving the prerequisites of CSOs.

During the year preceding the Finnish parliamentary elections, Plan Finland made a significant impact on advocating for global gender equality and girls' rights. Plan Finland conducted systematic meetings with the key politicians and staff of the parties and advocated together with CSO coalition focused on gender equality led by Plan Finland (UNWomen, WorldVision, Väestöliitto, Solidaarisuus, Plan Finland). The manifestoes of several political parties incorporated themes on global gender equality and girls' rights. Plan Finland also participated in election campaigns around the topics of development aid 0.7%, corporate social responsibility and climate change mitigation organised by coalitions of Finnish NGOs.

As a new advocacy effort, Plan Finland supported members of Parliament in establishing a new parliamentary group called "Girls' rights and development". Plan was selected to act as the secretariat of the group. The group and Plan organised common seminar in the parliament on the International Day of the Girl, which reached 39 members of parliament and their assistants in addition to other guests. Plan Finland supported the group and other decision-makers through comprehensive expert materials on Sustainable Development Goals (SDGs), girls' rights and gender issues.

Messages about girls' rights were also strongly emphasised in the statements of Minister for Foreign Trade and Development, Anne-Mari Virolainen, as part of her participation in the Girls Takeover campaign, taken over by a young activist from Uganda.

Plan Finland strengthened advocacy on climate change in relation to girls' rights. Experts materials, for example Plan Finland's Climate Policy, were created and Plan worked with the environmental NGOs to strengthen the perspectives of child rights and climate justice and climate finance in the climate discussion.

2.3.5. Challenges and lessons learnt

Several teacher training sessions were cancelled due to a low participation level. To ensure that the marketing reaches the teachers, local actors, such as educational authorities, need to be involved in marketing and even planning of the training. To keep the Child Rights Ambassadors active at local level, constant support and communication from Plan staff is required.

Having three different volunteer networks for people at the different ages (children, young adults, adults) divided the limited resources of staff between too many activities. To improve the impact and guarantee better synergies, and with the overall goal of supporting the participation of youth as active citizens, young adults were defined as the new main target group of Plan Finland's volunteering work. As part of this process, the separate youth advocacy network YAN was closed down, and the volunteers of YAN were encouraged to join the volunteer activities of Plan.

The highlight of our visibility and public discussion focused clearly on the International Day of the Girl. The challenge is to raise wide public discussion during the other months of the year as well.





3. THEMATIC AND CROSS-CUTTING WORK

Plan Finland has profiled as an expert in certain thematic areas within Plan Federation and these thematic expert areas also form a core of the 'My Body. My Future' programme. Plan Finland's areas of technical expertise include gender and SRHR, disability inclusion, digital development and innovation. In addition, corporate partnerships and resilience-building as a cross-cutting thematic issues form an integral part of the programme and are reported in this chapter.

During the first year of the programme, Plan Finland's specialists in these thematic areas focused their work on activities that supported the set-up and building of a solid basis for the new projects within country offices, including training and technical support on gender, SRHR and disability, as well as development of digital monitoring and evaluation tools. More detail on these topics will be found in the subchapters below.

In order not to burden the Country Offices during heavy inception phase, resilience as a theme was deprioritised during the first year within Country Offices. Instead, Plan Finland participated actively in developing Plan International's work on resilience-building on a global level. Through our own planning, gaps in the practical guidance to resilience-building work were identified, and thus Plan Finland took an active role in supporting the global headquarters in developing further instructions and guidance on the theme. The result of this work will be valuable to Plan as a whole, especially to those offices to which the theme is new. According to the Plan International's global strategy, resilience-building will be a cross-cutting theme in all our work by 2022.

3.1. GENDER AND SRHR

Gender and SRHR thematic work is conducted on two levels; 1. supporting Country Offices in implementing high-quality gender transformative SRHR programmes, and 2. actively contributing to the gender and SRHR development work within Plan International, which supports the implementation of the programme at country level through a harmonised global approach and practices. During the first year of implementation, the emphasis was on laying the foundation for good-quality, gender transformative SRHR work on a programme level and at country offices.

In the beginning of the year, technical capacity in Plan Finland was strengthened by the recruitment of a new Gender and SRHR Specialist. A capacity development process was then launched to strengthen technical capacities on gender and SRHR in the programme countries. The process will run through the whole programme and include training, individual mentoring and building a learning network of project staff.

The capacity of Country Offices to provide good quality training on SRHR was strengthened during the year. A Training of Trainers on SRHR was organised in Helsinki in July 2018 for representatives of staff from four programme countries as well as from Finland. The 5-day long training included, among other things, basic knowledge and value clarification on SRHR issues, joint discussions on programme content, a learning visit to the Finnish Family Federation of Finland and learning about how to facilitate trainings on SRHR. After the training, the participants started planning the roll-out of SRHR training in their respective countries with the support of the Gender and SRHR Specialist. Before the end of the reporting period, training sessions had taken place in Uganda and Mozambique. In Ethiopia and Laos, the training was postponed until the first quarter of 2019.

During the first half of the year, in addition to capacity strengthening, the Gender and SRHR Specialist provided technical support to the finalisation of project designs as well as the implementation of baseline surveys in countries.

Another important activity during the first year of implementation was supporting the contextualisation of the Champions of Change programme model which forms part of the project strategies in Ethiopia, Mozambique, Uganda and Myanmar. Staff in Finland as well as in the programme countries attended training on the model in order to be able to implement it as part of the SRHR programme. The contextualisation processes of Champions of Change have included e.g. adapting and translating facilitation guides and materials to suit the different country contexts. The implementation modalities of Champions of Change vary between countries, but the main objectives remain the same. Plan Finland has also actively contributed to the development of global guidance for the contextualisation of Champions of Change.

The first year of the programme revealed that we might have been too optimistic in estimating beforehand how long it would take to set up a programme with a new thematic focus, let alone a programme with such a sensitive topic as adolescent SRHR. Continuous capacity-building on SRHR will be required for Plan and partner staff in all countries to yield high quality results.

Concerning the second objective, Plan Finland contributed actively to the establishment of a global SRHR network within Plan International: in May 2018, Plan's global SRHR network was officially launched, led by a consortium of Plan offices, including Plan Finland. The first half-year of the network included internal organising, development of a global M&E framework for SRHR, identification of knowledge gaps and learning needs within SRHR, further development of programme standards and curriculum for Comprehensive Sexuality Education, etc. As a Consortium and Core Group member of the network, Plan Finland is committed to devoting both human and financial resources to the development of Plan's SRHR work globally.

In terms of gender, the Gender and SRHR Specialist actively participated in the development of gender transformative programming within Plan International as a member of the Gender and Inclusion Core Group. During 2018, this included such things as working on the revision of Plan's capacity-building programme on gender and inclusion, named Planting Equality, as well as working on the development of a new global gender transformative project marker which will help us in assessing the transformative potential of our projects and programmes.

Throughout the year, the Gender and SRHR Specialist also provided advisory support on gender and SRHR to different teams within Plan Finland.

3.2. DISABILITY INCLUSION

The disability inclusion work within the 'My Body. My Future' programme aspires to understand better the barriers and gaps related to SRHR and adolescents living with disability, and to mainstream good quality and meaningful disability inclusion into the existing projects.

Plan Finland's approach to disability inclusion is twofold:

- 1. Disability inclusion will be mainstreamed in the existing SRHR projects and project activities, and**
- 2. Through its disability advisor, Plan Finland undertakes disability focused activities and strengthens inclusion work within Plan International.**

During 2018, capacity in all projects on disability inclusion increased, and initial steps to introduce disability-related activities in the projects were taken. A global partnership was established with LftW, a specialist organisation on disability, to strengthen the practical skills of project teams and project partners on disability inclusion. LftW disability inclusion advisers conducted training on disability inclusive practices and methodologies for Plan COs, project partners and local authorities in all programme countries, and the advisers provided support in planning inclusive project activities. In addition, disability advisors engaged actively during baseline studies, and guided Plan and external consultants on how to collect data on disability. The Disability Inclusion Score Card method was developed to assess the accessibility of schools and health centres. In the future, LftW advisors will enter into continuous learning process with the project teams to find out how to best incorporate disability inclusion in SRHR work.

The first year was not without challenges: the contents and practical processes within the partnership with LftW were under development and expectations between different actors varied, sometimes considerably, on the ambition level of the interventions to be designed. The initial project budgets did not have sufficient allocation for costs related to disability inclusion, while it was noticed in practice that removing barriers to the meaningful participation of girls and adolescents living with disability required, on many occasions, additional funds in terms of assistive devices, interpreters, and supporting material. Moreover, many persons living with disability included in project activities would benefit from additional support services, which are often not available; nor are they included in the project. This raises a question as to the extent to which a project focusing on disability mainstreaming can or cannot be involved in offering such services.

Overall, the initial steps taken for disability mainstreaming during 2018 revealed that inclusion is a continuous learning process for the projects. Indeed, support in the form of this partnership is welcomed to help the project staff to tackle different fundamental and practical questions related to disability mainstreaming. Mutual learning and sharing between country teams was identified as a possible way to gradually improve disability inclusion within the projects, and continuous training and learning are required to further support the implementing project teams. Some projects have sought contacts and cooperation with local CSOs specialising in disability issues to gain further leverage for disability work. One of the key recommendations for future years suggested by LftW is to formulate clear targets for disability inclusion for each country in project result frameworks and annual plans to make the work required more visible and more specific, and specific attention will be paid to this in the coming years.

One example of Plan Finland's disability-focused activities that benefit Plan as a whole include the Plan 2 Inclusivize training concept, which aims to bring positive change through promoting the social inclusion of children living with disability through sports and play. The training package was created partially with MFA funds during 2015-2017, and the methodology is now available for Plan as a whole to use. Plan Finland's disability advisor continued to disseminate the methodology through disability-related networks during 2018, and in addition to Plan's development projects it has been utilised in other settings, most recently in Plan Finland humanitarian projects in Jordan. During 2018, the training material was translated into French and Portuguese.

Equally, the disability awareness toolkit developed during the previous programme period has received interest both within Plan and amongst other NGOs working with disability and has been now translated into eight languages or regionally adapted versions. During 2018, Plan Myanmar translated the material into Burmese under its own effort.

3.3. INNOVATIONS

In 2018, Plan Finland continued to explore how innovation, human-centred design thinking and agile practices can benefit Plan's programme work. The aim was to enhance the capacity of communities, partners and civil society at large by engaging them to co-innovate and co-design services, approaches and processes that address their rights.

In 2018, Plan Finland contracted a Netherlands-based social design company, Butterfly Works, as a part of the 'My Body. My Future' programme and started working in collaboration with Plan Laos to develop teacher training materials and a peer educator curriculum for SRHR education in Oudomxay and Bokeo Provinces. The main focus of the first phase, conducted during 2018, was on the design research to ensure that the activities and outcomes are context-specific and user-friendly for end-users and stakeholders. Butterfly Works also gave orientation workshops on participatory human-centred design thinking approaches for Laos-based staff and partners. The end product of the first phase by the end of 2018 was a design research report which rooted the material creation process in the realities and context of the people who will eventually be using the content. The outcomes of the second phase will be reported in the 2019 annual report.

One of the lessons learned from the work in Laos was that while human-centred design thinking is often connected to innovation and "coming up with ground-breaking ideas", it has a lot to offer to everyday development work in NGOs. It gives practical methods and approaches to involving young people in designing materials and project approaches in a more engaging and empowering way. This is something we are planning to replicate more widely in the 'My Body. My Future' programme.

We decided to postpone the Innovation Challenge on SRHR due to the high workload of the programme country staff in the start-up phase. It was not possible to introduce the training and practices in countries other than Laos during 2018.

Startup Factories continued to support marginalised youth aged between 17 and 26 to identify challenges in their communities and incubate ideas to solve them in Uganda and Ethiopia. The twin projects are reported in greater detail in the programme results section.

3.4. DIGITAL DEVELOPMENT

An emphasis in 2018 was placed on supporting the digitalisation of M&E work in the 'My Body. My Future' programme. As a result of a thorough review of the existing mobile data collection tools, SurveyCTO was chosen as the most feasible solution. Also, the Audience Response Tool Ombea was integrated as a standard group data collection tool. These two solutions combined form a powerful duo for gathering information in the field, for example at schools and households, in community meetings and among government representatives, allowing instant access to data and the possibility to provide immediate feedback to participants. The field data collection was further supported by using portable projectors and power banks as well as existing Solar Media Backpacks to provide power and media capabilities in low resource and infrastructure circumstances.

In order to analyse and visualise the data collected from the field, Plan Finland reviewed several business intelligence solutions in the market and chose Microsoft PowerBI as the best alternative for the current needs. All these tools and solutions combined allow a more timely, efficient and accurate monitoring as well as achieving data-driven decision-making in our projects and overall programme.

In order to lower the threshold of adopting digital tools at Plan Country Offices and Programme Units, Plan Finland created a series of training videos on the above-mentioned solutions and shared them with Plan and partner staff in Laos, Uganda, Mozambique and Ethiopia. By completing exercises designed to measure the learning results of the videos courses, staff members were awarded with certificates to prove their skills in using SurveyCTO and Ombea.

During the year, Plan Finland contributed to creating a digital strategy for Plan International. Our experiences in using digital solutions in our programme work during the past ten years provided significant added value in designing the approach.

Plan Finland also started to build a larger Digital Solutions Portfolio of tried-and-tested solutions, such as the digital M&E tools mentioned above. The idea is to further help programme countries, Plan and partner staff to adopt digital solutions adapted to their needs without reinventing the wheel and to be able to provide enough support even for a high number of projects and countries. The aimed launch for the Portfolio will be in 2019.

3.5. CORPORATE PARTNERSHIPS AND ADVOCACY

In 2018, Plan Finland engaged with advocacy work to promote corporate responsibility and to demand companies to respect child rights and gender equality in several ways.

Plan Finland participated actively in planning and launching the Ykkösketjuun-campaign advocating for binding regulation on human rights due diligence for companies. Together with other child-centred organisations and human rights NGOs, Plan Finland invited companies and politicians to join the campaign and communicated actively about it. Plan Finland also trained Children's Board and members of YAN about the campaign.

Advocacy conducted during the Girl's Takeover campaign led to public commitments by Kesko in favour of systematically promoting gender equality throughout the supply chain and Accenture to commit to engage in a reverse mentoring programme with Plan's Children's Board. More information about Girl's Takeover is available in Chapter 2.3.3.

Throughout the year, Plan Finland engaged in dialogue with Finnish companies and institutional actors supporting the private sector, such as Finnfund, to offer viewpoints on how to respect child rights and gender equality in their human rights due diligence processes. Plan Finland also participated in the Finnish delegation to the UN Forum for Business and Human rights in Geneva in November 2018.

Plans on testing tools for promoting new consultations methodologies at community level to support human rights due diligence were cancelled due to the closure of Plan Pakistan's operations in Pakistan, and hence Plan Finland could not start a planned EU-funded project on promoting for National Action Plan on UNGP in Pakistan.



4. PROGRAMME MANAGEMENT

4.1. MONITORING AND EVALUATION

Investments were made in the M&E system in 2018 and these have paved the way for a more engaging, systematic and results-oriented practice of monitoring for results at the programme and project levels, both in Finland and in the Country Offices.

Tools and practices for improved availability and accessibility of results data were developed and tested during 2018 (see Chapter 3.4 for more information about technical solutions). To this end, the monitoring system at output and outcome levels was digitalised and, as far as possible, automated, ensuring that data is instantly available, safely stored, easily accessible and presented in a visualised format on a dynamic, interactive dashboard, allowing easier exploring, deep-diving and sharing of data. The system will furthermore automatically aggregate results data across all projects once the data collection has been launched properly in all countries during 2019.

Among the benefits for improved data-driven project management, the introduction of new digital tools for monitoring with investments in staff capacity on participatory monitoring methods, has the potential to increase accountability towards the people and communities worked with. Rather than simply extracting data from the respondents, the aim is to be instantly able to engage them in data collection and analysis, ensuring that respondents receive immediate feedback, and that their insights are captured along with the survey data.

The results frameworks for the individual projects were finalised and harmonised to a meaningful extent during 2018. Joint indicator matrix and common data collection tools were developed in a joint effort of staff from all programme countries. These measures allow more consistent and comparable data on outcome-level results and progress against targets across all projects. The aim is to ensure we capture the longer-term effects on behavioural and gender transformative change during the four-year programme period.

Baseline studies were finalised in all four projects launched in 2018. Ethiopia, Laos and Uganda by external consultants with close support from project, Country Office and Plan Finland staff. The baseline in Mozambique was conducted as an internal exercise, which proved to be a promising practice,

contributing to an increased sense of ownership of the data and improved understanding of monitoring for results. In all baselines, due attention was paid to ensuring the comprehensive approach to SRHR adopted by the project and disability inclusion considerations were reflected in both design and analysis.

Outcome-level data collection and analysis conducted as an internal monitoring activity by Plan and partner staff (contrary to being outsourced to consultancies), first in Mozambique and Laos during 2018, and in early 2019 in the rest of the projects, seems to be leading to increased ownership of data and monitoring processes, higher requirements for quality, better understanding of the limitations of the data and triggering critical analytical thinking.

All this has been possible due to appointed staff in each project and at Plan Finland available for developing M&E processes and tools across the programme, a learning partnership with Accenture in identifying the guiding principles and defining processes, operationalising the results frameworks and indicators as well as selecting, developing and introducing new tools to collect outcome-level results data, and support from Plan Finland especially in setting up the digital tools for data collection and analysis. Two M&E workshops attended by staff from all project countries have helped to create a common understanding of the programme's approach to M&E and the tools available for data collection, analysis and sharing and ensuring all have necessary skills and knowledge to launch the roll-out. Moreover, the workshops have been important platforms to engage with project staff from all countries and harness their expertise in clarifying the concepts and co-developing the tools.

Setting up the digital data collection and analysis systems certainly indicate positive effects on general project management, transparency and accountability. Yet challenges remain to be tackled. While the focus has been on developing and improving the process of collecting output and outcome-level results data and building a platform for analysis and use of that data, there is still much to be done in terms of finalising plans and tools for regular monitoring for each individual project. The project inception phase has taken its toll, most baseline data was collected only towards end of the year or early 2019, and no comparable result data from 2018 can be reported. Supporting the proper roll-out of the monitoring system and tools will be the focus in 2019.

The joint monitoring tools were developed to allow data disaggregated by disability (alongside sex and age) to enable tracking progress with the various subgroups targeted by the projects. During the piloting of the tools, this proved to be more difficult than expected: adapting the Washington Group of Questions (often applied in censuses to determine disability status and type of disability) to fit the digital data collection tools yielded unreliable data with an unrealistically high proportion of respondents self-reporting some form of disability. Furthermore, the small sample sizes and a pre-determined respondent group comprising of project beneficiaries bring certain limitations and risks to data collection and use: if a sample size is small and includes only a small number of people with a certain type of disability, the privacy and anonymity of the respondents may be compromised when the data can be disaggregated by disability type and further by sex, age and perhaps location. In addition, it may be difficult to draw credible conclusions on status and progress for adolescents with a certain type disability. We will continue to explore the matter together with LftW to ensure monitoring data can be disaggregated by disability status and type in 2019.

4.2. COMPLIANCE AND RISK MANAGEMENT

Adherence to MFA compliance requirements is constantly monitored as part of the programme management and follow-up on compliance with both MFA regulations and Plan International's rules and regulations on financial management, child protection policy, risk management strategy and other relevant policies and processes guarantee effective grant compliance.

Binding legal agreements with Country Offices contribute to effective grant management. Implementing partners have not only signed legal contracts about grant management, but Plan International's Partner Assessment Tool has been utilised to identify needs for additional support or capacity building, be they thematic or administrative in nature. Capacity building processes will be conducted on the basis of needs identified in these assessments.

To support the work on compliance and risk management, Plan International has a Global Assurance team, which provides 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 the Global Assurance reports and exchanges information about any audit and financial compliance concerns, globally and regionally. Plan has zero tolerance for corruption and fraud and the Counter Fraud Unit under Headquarters carries out investigations if necessary.

On a global level, Plan International has a risk management system to identify and manage risks and Plan's Global Policy on Risk Management encourages all project implementation staff, including partners, to engage in the identification, assessment and control of risks. The policy sets out common requirements and definitions, and details the specific responsibilities of staff, management and governance bodies.

The programme is being conducted in developing countries, all of which are classified as LCDs, and working with them involves a certain level of risk. Similarly, the thematic area, particularly as it relates to sexuality and sexual and reproductive rights, is sensitive and may provoke strong reactions and opinions when tackled at different levels. Analysing both financial and programmatic risks is paramount to avoid submitting the funds, workers, partners or beneficiaries to an unnecessary risk.

Project-specific risk analyses were conducted at the beginning of the projects. Updating the programme-specific risk matrix for 'My Body. My Future' as a part of the programme reporting process revealed that in general, financial risks are analysed and tackled thoroughly while programmatic risks should be further analysed jointly with the Country Offices and project partners. See Annex III for an updated risk matrix.

None of the formerly analysed risks fully materialised during the year. Difficulties were encountered related to slow administrative processes, external events such as natural disasters affecting the project implementation capacity, difficulties in finding qualified specialists to work with SRHR in certain countries, and maybe an over-optimistic project design compared to the pace at which gender transformation can be achieved at community and social level. Many of these issues are also analysed in chapter 2.1.7 on lessons learnt.

Certain social risks will require further analysis to fully understand their likelihood of materialisation and potential impact. Promoting social change within communities and amongst adolescents, and especially trying to change social norms and practices that alter power relationships within communities or between parents and children, is a slow process and may pose risks to the change agents themselves; empowering adolescents may generate conflicts at home and altering community relations, for example the traditional roles of men and women, may lead to clashes within the community or between community members and local authorities. Thus, engaging in such work requires rigorous analysis of social risks, and having procedures in place to avoid exposing change agents to unnecessary social risk. Plan International as an organisation has strong experience in working with local communities, and Plan has a child protection policy in place to help to avoid unnecessary risks to project participants. The programme approach is designed so that sensitive social issues are tackled at many levels simultaneously, involving the youth, communities, local leaders, and local and national authorities and reducing unnecessary social risk.



4.3. FINANCIAL OVERVIEW

2018 was the first year of the new programme with a brand-new project outline. Setting up new projects requires a series of preparatory work within Plan Finland and in the Country Offices and based on past experience, the delivery of budgets is slower and easily accumulates carry-overs to the following years. This time, additional challenges emerged due to the submission schedule of the written contract from the MFA, which caused a rather slow start to budget delivery, as the headquarters of Plan International as well as the Country Offices and implementing partners require a written contract before they can start full implementation. The recruitment of project personnel was delayed due to the lack of written agreement, but by the end of the first quarter, most the projects were well underway, while some still required contracts to be signed with their respective governments.

In Plan Finland, several actions to mitigate the risk of low budget delivery were taken throughout the year and at the end of 2018, the expenditure rate was at 91%, which is overall a very good result for a first year. As agreed in the budget reallocation request between Plan Finland and MFA in November 2018, Myanmar was returned to the project portfolio and Ethipad was separated from the SRHR project. These actions together with close follow-up of projects resulted in a rather small carry-over towards the end of the year, with a total of €374,503 or 9% of the first year's expenditure. The previous year's zero-euro carry-over also had an influence on this. In 2017, Plan Finland decided to increase the amount of match funding for several projects to minimise the negative effects of 2016 funding cuts. Consequently, the MFA funds were used well in advance and ran out in November 2017.

Regarding financial management, the Grants Controller in the finance department supports the financial management of the project funds and monitors the projects together with the Programme Managers. The Grants Controller works closely with finance staff in programme countries and monitors and reports on finances to the MFA, internally within the organisation as well as to Plan International. For the financial monitoring of grants, the Country Offices use SAP, a system designed for dealing with complex grant requirements. Plan Finland uses a Netvisor accounting system for account management and audited financial statements. For reporting and budgeting purposes, Plan Finland uses Accuna, provided by Talgraf. A CRM system, "PlanLink", was used in self-funding management, fundraising follow-up and gathering financial data and statistics. A new software package, Mepco, was introduced in February 2018. It provides tools for human resource management and payroll administration. Personnel based in Plan Finland will register working hours per project and/or donor at Mepco. In addition, M2 from the same service provider is used for processing travel and expense claims.

ANNEX I: FINANCIAL REPORT 2018

		Budget	Expenditure	“Expenditure vs. budget %”	MFA costs	Self-funding	Self-funding %	Carry over
Mozambique	Vutomi - My Life MOZ100056 (259PL149)	315 260	325 950	103	286 435	39 515	12 %	-10 690
Uganda	Nina Amua UGA100359 - I Decide (285PL150)	629 685	554 143	88	486 965	67 178	12 %	75 542
Uganda	Development SmartUps Community Project UGA100387 (285PL147)	144 000	127 784	89	112 293	15 491	12 %	16 216
Ethiopia	Yene Raey - My Future ETH102181 (238PL151)	772 358	584 355	76	401 235	183 120	31 %	188 003
Ethiopia	Local Sanitary Pad Production through Youth Groups ETH102201	200 000	146 887	73	111 873	35 014	24 %	53 113
Ethiopia	Startup Factory Youth Innovation Project ETH102219 (238PL115)	162 450	155 059	95	136 261	18 798	12 %	7 391
	East and Southern Africa Total	2 223 752	1 894 178	85	1 535 062	359 116	19 %	329 574
Laos	Anakhot khong-khoi - My Future LAO100070 (745PL224)	479 742	483 327	101	424 734	58 593	12 %	-3 585
Myanmar	Empowering adolescents and young women to enjoy their sexual and reproductive health and rights and be free from violence MMR1000117 (635PL225)	91 565	79 743	87	70 076	9 667	12 %	11 822
	Asia Total	571 307	563 070	99	494 810	68 260	12 %	8 237
Global & Finland	Startup Innovation (998PL511)	80 000	41 192	51	36 198	4 994	12 %	38 808
Global & Finland	Digital development (998PL511)	40 000	49 264	123	43 292	5 972	12 %	-9 264
Global & Finland	Corporate engagement (998PL514)	20 000	26 834	134	23 581	3 253	12 %	-6 834
Global & Finland	Disability inclusion (998PL517)	100 000	105 263	105	92 502	12 761	12 %	-5 263
Global & Finland	Gender and SRHR (998PL515)	50 000	53 911	108	47 375	6 536	12 %	-3 911
Finland	Global citizenship education & advocacy (998PL501)	445 000	440 884	99	387 436	53 448	12 %	4 116
	Global thematic and Finland Total	735 000	717 348	98	630 385	86 963	12 %	17 652
	GRAND TOTAL	3 530 059	3 174 596	90	2 660 257	514 339	16,20 %	355 463

FINANCIAL SUMMARY	Total budget		“Expenditure vs. budget %”				Carry over
Programme activities	3 530 059	3 174 596	90	2 660 257	514 339	16,20 %	355 463
Plan Finland							
Quality Assurance	200 000	176 748	88	155 321	21 427	12 %	23 252
Communications in Finland	267 000	255 304	96	224 354	30 950	12 %	11 696
Administration	494 118	450 058	91	395 498	54 560	12 %	44 059
Plan International Finland programme salaries	450 000	443 878	99	390 067	53 811	12 %	6 122
Total Plan Finland	1 411 118	1 325 988	94	1 165 240	160 748	12 %	85 129
TOTAL 2018	4 941 177	4 500 584	91	3 825 497	675 088	15 %	440 592
MFA Financing	€						
Transferred from 2017	-						
Funds 2018	4 200 000						
MFA funds available	4 200 000						
Expenditure 2018	-3 825 497						
Carry over to 2019	374 503						

Summary of Plan Finland costs

Quality Assurance

Planning, monitoring, technical support and programme development	176 748,00	176 748,00
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Plan Finland programme salaries

443 878,00	443 878,00
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Communications in Finland

Programme communications	255 304,00	255 304,00
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Administration

Programme related costs of administrative staff	51 111,00
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Fundraising activities	167 222,16
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Share of

Premises	67 824,65
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IT	75 734,20
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Administration cost of management, premises and HR	83 319,63
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Misc.:Organization communication, donor education public, audits	58 337,74
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285 216,21

Administration costs total	503 549,37
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MFA approved administration costs 10 %

450 058,44	450 058,44
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Non-eligible administration costs	53 490,92
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PLAN FINLAND COSTS TOTAL

1 325 988,44

Self-funding 2018

1. Project specific self-funding	Donations
Vutomi - My Life MOZ100056 (259PL149)	39 515
Development SmartUps Community Project UGA100387 (285PL147)	15 491
Yene Raey - My Future ETH102181 (238PL151)	139 294
Local Sanitary Pad Production through Youth Groups ETH102201	35 014
Smartup Factory Youth Innovation Project ETH102219 (238PL115)	18 798
Anakhot khong-khoi - My Future LAO100070 (745PL224)	58 593
Empowering adolescents and young women to enjoy their sexual and reproductive health and rights and be free from violence MMR1000117 (635PL225)	9 667
Smartup Innovation (998PL511)	4 994
Digital development (998PL511)	5 972
Corporate engagement (998PL514)	3 253
Disability inclusion (998PL517)	12 761
Gender and SRHR (998PL515)	6 536
Global Citizenship Education (998PL501)	53 448
PROJECT SPECIFIC SELF-FUNDING TOTAL	403 335
2. Project specific sponsorship funding	
Nina Amua UGA100359 - I Decide (285PL150)	67 178
Yene Raey - My Future ETH102181 (238PL151)	43 827
PROJECT SPECIFIC SPONSORSHIP FUNDING TOTAL	111 005
PROJECT SPECIFIC TOTAL	514 339
3. Plan Finland self-funding	
998PL406 Quality Assurance	21 427
999PL516 Communications in Finland	30 950
998PL01 Plan Finland administration	54 560
Plan Finland programme salaries	53 811
PLAN FINLAND TOTAL	160 748
SELF-FUNDING TOTAL	675 088

ANNEX II: AUDITOR'S REPORT 2018

Auditor's Report

To Plan International Suomi sr

We have audited the Financial Report included in the Annual Report prepared by Plan International Suomi sr for the period 1.1.-31.12.2018 relating to the development cooperation programme "Minun kehoni. Minun tulevaisuuteni" (decision UHA2017-003320). The reported total expenditure is 4 500 584 euros. The Annual Report and the Financial Report have been prepared by the responsible persons for the programme coordination.

We conducted our audit in accordance with the audit directions concerning development cooperation support granted to civil society organizations issued by the Ministry for Foreign Affairs, and, as appropriate, in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance whether the Financial Report is free from material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts in the Financial Report. An audit also includes evaluating the accounting principles used and the overall presentation.

In our opinion, the bookkeeping in Finland for the programme and the Financial Report comply, in all material respect, the conditions of development cooperation of the Partnership Agreement set by the Ministry for Foreign Affairs and the regulations governing state grants (law 688/2001). In our opinion the Financial Report can be approved.

Helsinki 18 June 2019

PricewaterhouseCoopers Oy
Authorised Public Accountants



Merja Prihti
Authorised Public Accountant (KHT)

ANNEX III: RISK MATRIX, 'MY BODY. MY FUTURE' PROGRAMME

Risk factor	Likelihood of Risk	Background to the assessment of likelihood	Impact of Risk	Background to the assessment of impact	Risk response
Contextual risks					
Political unrest (elections and other)	Medium	Historical patterns of educational disruption and anxiety at election times	Medium	Project engagement with schools; youth	Monitoring at community and school level for signs of unrest, and/or disruption; Contingency for school disruption
Changes in political context or legislative changes	Low	Significant policy change or legislative change, either negative or positive, may delay implementation	Medium	Major policy changes have led to project re-design and even closure of Plan's offices in the past	All projects to maintain close working relations with local and national authorities to anticipate and understand change and its implications to our work
Considerable loss in exchange rates	Medium	Rapid fall in the value of local currency	High	Experience has shown major losses due to exchange rate volatility in the past	Contingency reserve of 7% budgeted into projects
Rejection of SRHR messaging by the general audience	Medium (Uganda, Ethiopia); Low (other countries)	News coverage, including social media, of issues that distort SRHR message	High	Negative perceptions fundamentally undermine project viability	Early, regular and proactive engagement with stakeholders on the core message of SRHR.
Natural disasters and hazards	Medium	The number of disasters has been growing steadily in the past.	Medium	The project has a resilience component and also other complementary mechanisms by Plan and partners are in place to address resilience.	All projects will contribute to improved resilience at district and community level, and build capacities in disaster forecasting, risk assessments and preparedness planning.
Restrictive policies and shrinking of civil society space	Medium	In almost all countries, some signs of restrictions towards CSOs.	Medium	Outcome 3 relies on the space for building a social movement. However, this is not only dependent on formal organisations.	The projects will build large coalitions to leverage influence where possible, seek commitment among government authorities and customise the language where needed.
Programmatic risks					
Cultural adaptation of key SRHR messages	Medium	SRHR is a culturally sensitive topic and needs to be contextualised to each setting. Finding a balance between cultural adaptation and avoiding introducing difficult topics may be difficult	Medium	Too strong contextual and cultural adaptation may undermine programme goals	Training, discussions and joint learning between and within country offices to motivate ambitious approach to the topic
Poor retention of Champions of Change or peer-to-peer groups	Low	Previous projects have shown good retention	High	Projects depend on completion rate of CoC programme for outreach and youth engagement across other project activities	Include activities to foster retention in facilitator job descriptions
Poor adaptation of key SRHR messages amongst adolescents	Low	Plan has a track record of working with children and adolescents, also on the SRHR theme, and the programme is being implemented in settings where Plan as an organisation is already known.	High	Adolescents are the key target group of the programme, and not being able to hold their interest would be detrimental to the programme goals	Training materials have been culturally adapted and designed to be adolescent friendly, Involvement of adolescents in producing the training materials.
Weak parental / community commitment	Low	All project sites are areas in which we have worked before and projects were designed in a participatory way.	Medium	Without engagement of parents and community members, key SRHR messages might be undermined	Facilitators monitor parental commitment and are proactive if commitment is weak.

Altering the balance of power within communities or society may in general increase negative attitudes towards our key messageS	Low	Challenging prevailing social norms and practices and a presumed shift in power relations between community members or different actors within society may provoke negative attitudes towards our change agents, including project staff and peer educators, or conflicts within communities.	High	The programme is carefully designed with a wide base of different actors on board and to minimise conflict. Should that happen, a complete revision of our approach would be required.	The work is conducted together with local communities, community leaders and religious authorities as well governmental authorities to ensure that our messages are accepted.
Staff capacity (Plan and partners) and expertise on SRHR rights	Medium	Finding staff with expertise in SRHR from a rights-based approach and capacity to work with sensitive topics challenging existing norms and practices may prove challenging.	Medium	The success of the programme is closely related to Plan being able to attract and maintain skilled staff	Continuous training of staff in Finland, country offices and amongst the partners on gender and SRHR related themes, facilitating learning within and between projects
Partner lacks competency and experience	Low	Partner assessment on capacity and technical knowledge and skills to be made prior to MoU	High	An important part of budget is implemented by partners	Regular and consistent monitoring, and clear and frequent communications between Plan and partners
Institutional risks					
District and / or provincial government do not engage with project	Low	Government stakeholders have been engaged in project planning	High	Project effectiveness relies on duty bearer engagement for implementation and sustainability	Early engagement and consultation with key duty bearers to ensure shared ownership
Trained stakeholders (teachers, health workers, government staff) are transferred	Medium	Historically govt staff are moved at short notice	High	Training of stakeholders is a key component of the project	Additional trainees included in all training events. Establish an MoU on the planned strategies and interventions.
Staff turnover (Plan or partners)	Medium	Loss of institutional knowledge with staff turnover.	Medium	Efforts made to retain staff (including a fair compensation policy) and to ensure continuity of project management,	Knowledge and information management mechanisms in place to safeguard institutional memory. Expedite staff recruitments to ensure time timely replacements and orientation.
Staff capacity (Plan or partners) in administering and managing the projects	Medium	Deficiencies in administrative capacity of Plan or partners may lead to delays in project implementation and undermine programmatic results. Deficiencies in our administrative systems may lead to same consequence.	Medium	Problems with administrative systems or staff capacity to handle them have led to serious delays in project implementation.	Programme includes funds for strengthening project management capacity of partners and Plan PUs.
Corruption / fraud / financial mismanagement	Low	Losses have typically been rather low; strong control systems are in place.	Medium	Loss of reputation and trust, and loss of budget.	Plan maintain vigilance in financial management and will support partner CSOs to enforce internal risk management systems.



About Plan International

We strive to advance children's rights and equality for girls all over the world. We recognise the power and potential of every single child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. As an independent development and humanitarian organisation, we work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children. We support children's rights from birth until they reach adulthood, and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. For over 75 years we have been building powerful partnerships for children, and we are active in over 70 countries.

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