



AMPLIFY Girls

STRATEGIC PLAN

2024 - 2026



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■ Background

Since our founding in 2018, **AMPLIFY Girls** has experienced substantial growth; the majority of which has strategically aligned with encouraging global trends toward investing in proximate leadership and greater understanding of locally-derived impact in girls' life skills programs.

To further the role of AMPLIFY Girls in these aspects of the global development agenda, we embarked on a strategic planning process in 2023 which defined the key goals that would guide us to our desired impact over the next three years.

In a development sector that often espouses the value of a “bigger is better” mentality, AMPLIFY Girls has decided, in 2024–2026, to prioritize honing our collective work with our partners, sharing our learnings with the world while staying network-oriented, and focusing on structures that lead to higher quality and options for sustainability for the future of our organization.

Our intention is to grow in specific, targeted areas while ensuring that we are aligned with our goal of incorporating our partners' voices at every stage of growth and strategy. We recognize that high-quality collaboration takes time and does not adhere to traditional understandings of efficiency. In the spirit of this recognition, we gladly embrace the time it takes to do our work collectively and excellently.



Photo Credits: Secondary Education for Girls' Advancement (SEGA) - Tanzanian Partner

■ Our Purpose

Our mission at AMPLIFY Girls is to amplify the voices, work, and impact of **community-driven organizations (CDOs)** in Africa committed to building adolescent girls' agency.

We envision a world where agency and opportunity are granted to every girl and resources and respect are given to the CDOs that support them.

We do this by supporting the growth of organizations through intentional collaboration and learning; advocating for the inclusion of CDOs in global decision-making spaces; and developing cutting-edge research that enables us to understand, measure, and maximize girls' agency.

■ Our Values



Equity

We believe that everyone should be respected and valued equitably. We push back against a "bigger is better" mentality and believe in lifting up under-represented voices.



Commitment

We understand that achieving our mission and vision requires dedication and steadfastness from all stakeholders.



Collaboration

We believe in the power of collaboration. We know that we are stronger together and have deep learning to share with one another.



Trust

We understand that the only way we can do this work is through building trust. Trust takes time and transparency, it is a work in progress.

Photo Credits: AMPLIFY Girls



At its core, our structure and governance model are **designed to be collaborative and acutely informed by historical socio-cultural power structures**. This allows us to identify governance norms that must be subverted to ensure true participation by all key voices in our organization.

■ Our Board of Directors

- ✓ AMPLIFY Girls is legally registered both in the United States as a 501C3 and in Kenya as a regional NGO. For both registrations, **our Board has elected to function as one, unified, international Board of Directors that provides oversight of AMPLIFY Girls as a single entity.**
- ✓ Our governing board is, by design, composed primarily of representatives from within our partner network. This ensures the highest level of strategic and legal oversight for AMPLIFY Girls is **a board composed predominantly of experienced African leaders.**
- ✓ Within the board of directors, **each of the five countries in which we have partner organizations is represented by two board members.**

- ✓ As a part of our 2024–2026 strategic plan, **we are also expanding our board to include individuals that are external to the organization and the network.** This was a direct request from our existing board members, to diversify our board’s skill sets and include voices outside of our network.

■ Our Staff

- ✓ We employ an international team that works remotely in five different countries (Kenya, Uganda, Tanzania, Canada, and the U.S.). **This team is majority African, female, and locally based.**
- ✓ As of mid-2024, **our staff will be led by co-CEOs, one based in Africa and one based in North America.** We believe that co-leadership is complementary to our values and allows us to set an expectation of collaboration at the executive level of our team.

■ Our Network of Partners

- ✓ Our network is made up of **40 community-driven organizations** across Kenya, Uganda, Rwanda, Tanzania, and Malawi. Our network represents a wide range of program strategies that all, ultimately build higher levels of agency in adolescent girls.
- ✓ To ensure that our partners’ voices are heard in our governance and strategies, **we employ a number of feedback mechanisms,** including anonymous surveys, in-person and virtual country-based meetings designed to collect partner feedback in real-time, and, of course, our commitment to maintaining a board of directors that is predominantly composed of partner representatives.
- ✓ Our 2024–2026 strategic plan reflects **our current partners’ desires to focus inward on the network’s health and the depth of their engagement with AMPLIFY Girls.** Following their lead, we do not plan to expand our partner network by adding new partner organizations in the three-year period covered by our strategic plan.



■ What is the Girls Agency Lab (GAL)?

- ✓ **AMPLIFY Girls has been in partnership with Dr. Aubryn Allyn Sidle and Dr. Brenda Oulo since the founding of our network.**
- ✓ Beginning in 2018, Drs. Sidle and Oulo worked with AMPLIFY Girls partners to co-create a framework for adolescent girls' agency, which served as the basis for creating our **Adolescent Girls Agency Survey (AGAS)**.
- ✓ **In 2023, Drs. Sidle and Oulo founded Girls Agency Lab (GAL) Consulting, LLC** — a research consulting firm dedicated to the practice and measure of girls' agency.
- ✓ **Today, AMPLIFY Girls and GAL Consulting collaborate on agency-focused research projects**, pursuing deeper insights and understanding with regard to what most affects adolescent girls' agency in local contexts and beyond.
- ✓ **Our strategic plan puts an emphasis on developing an evidence base of promising practices in girls' agency-building.** This work is made possible through the tools we proudly co-created and co-own with GAL Consulting: the **Adolescent Girls Agency Survey** and the forthcoming **Adolescent Girls Agency Portal**.

Our Core Strategies

As a part of our 2024–2026 strategic planning process, **AMPLIFY Girls** has adopted a refined ***Theory of Change*** that highlights not only our core organizational messaging, but a refined set of three main **strategies**. These strategies represent the areas of work present in our organization and show the types of approaches we will take in pursuing our larger goals. It is important to note that these strategies transcend time-bound planning and, while key to the strategic plan, do not constitute AMPLIFY Girls’s 2024–2026 strategic planning goals.

Our Three Core Strategies



SUPPORT

AMPLIFY Girls fosters the health of partner organizations through training, resource mobilization, and shared learning opportunities. This includes **all partner-oriented workshops, organizational capacity assessments, direct funding, country-based convenings, and more.**



DEMONSTRATE

AMPLIFY Girls engages in research and design Monitoring, Evaluation, and Learning (MEL) tools to help partners understand and measure key outcomes for adolescent girls. This includes **our development of the groundbreaking Adolescent Girls Agency Survey (AGAS), the creation of the AGAS online portal, and our ongoing research in Tanzania investigating the relationship between desired education outcomes and girls’ agency levels.**



AMPLIFY & ADVOCATE

AMPLIFY Girls uses amplification and advocacy tactics to bring partners’ presence, expertise, and priorities to local, national, regional, and global spaces they wish to influence. This includes **collective campaigning, securing partner representation in key development sector events, and elevating girls’ voices through our girls’ fellowship program.**

THE CHALLENGE: Community-driven organizations, which are uniquely positioned to understand local challenges facing adolescent girls and create effective solutions, are under-resourced and under-valued.

MISSION:

To amplify the voices, work and impact of community-driven organizations in Africa committed to building adolescent girls' agency.

VISION:

Agency and opportunity for girls. Resources and respect for the community-driven organizations that support them.

STRATEGIES:

- 1 SUPPORT:** We foster the health of partner organizations through training, resource mobilization, and shared learning opportunities.
- 2 DEMONSTRATE:** We engage in research and design MEL tools to help partners understand and measure key outcomes for adolescent girls.
- 3 AMPLIFY & ADVOCATE:** We use amplification & advocacy tactics to bring partners' presence, expertise, and priorities to local, national, regional & global spaces they want to influence.

THROUGH-LINES: AMPLIFY Girls is a network of 40+ partners whose **PRESENCE, EXPERTISE, and PRIORITIES** are centered in our governance model and our ways of work.

Our **LEARNING AND RESEARCH AGENDAS** orient to partner priorities and promising practices.

2024-2026 IMPACT GOALS

- 1** Develop the highest-quality programs and systems to support our network of partners.
- 2** Build an evidence base for CDO efficacy in girls agency-building programs.
- 3** Diversify and strengthen our organizational, leadership and governance structures while placing power in partners' hands.

Our 3-Year Impact Goals

Outside of, and complementary to, our three core strategies outlined in our Theory of Change, the 2024-2026 strategic planning process identified three **impact goals**, which are designed to be time-bound, specific, and achievable in the near future. These are the goals against which we will measure progress in the next three years and the outcomes we hope to create using our core strategies.

Our 2024-2026 Impact Goals



1

Develop the highest-quality programs and systems to support our network of partners.



2

Build an evidence base for CDO efficacy in girls agency-building programs.



3

Diversify and strengthen our organizational leadership and governance structures while placing power in partners' hands.



IMPACT GOAL 1

Develop the Highest-Quality Programs and Systems to Support Our Network of Partners.



1 Develop the Highest-Quality Programs and Systems to Support Our Network of Partners.

Our work begins and ends with supporting our partner organizations through responsive programs and high-quality services. Over the next three years, we will refine our programmatic offerings for partners, with a particular focus on connecting partner organizations with each other for collaboration and learning opportunities.

We will also invest in staffing and regular feedback mechanisms that ensure partners' needs are heard and addressed with high-quality solutions. We will provide space for emergent thinking with our partners, supporting the growth and development of the network and its effectiveness.

Objective	Actions
1. AG partners increase organizational effectiveness based on self-identified needs.	<ul style="list-style-type: none">• Conduct annual voluntary needs assessments to inform one-on-one support and coaching for our partner organizations.• Design and adopt a model for investing in CDO leader wellness.• Establish a database of proven resource mobilization and MEL tools for partner use.
2. AG partners have access to financial resources that sustain their organizations and support girl-focused programming.	<ul style="list-style-type: none">• Facilitate opportunities for collective funding applications and campaigns.• Create learning spaces where partners can share funding connections and tips.• Provide direct connection to funders.• Provide individualized coaching for every partner in support of funding applications or pitch opportunities.

Objective

3. AG strengthens our network so partners are able to connect, collaborate, and learn from one another with proven results.

Actions

- Facilitate site visits, both physical and virtual, between partners.
- Convene country-based and all-network forums for shared learning.
- Track network promising practices to evaluate efficacy and share outwardly.
- Establish funding mechanisms that allow for flexible dollars in support of shared learning opportunities.



IMPACT GOAL 2

Build an Evidence Base for CDO Efficacy in Girls' Agency-Building Programs.



A considerable portion of our efforts from inception in 2018 to 2023 centered on the creation of the Adolescent Girls Agency Survey (AGAS) and the strengthening and validation of that survey in the contexts where our partners work. In 2024–2026, we pivot our focus to the widespread dissemination of the survey and seek to position AMPLIFY Girls as an evidence broker between the CDOs using the survey and global actors seeking high-impact programming for adolescent girls.

Our dissemination tactics will center on the launch of an online portal, which allows us to grant access to the agency survey to our network and organizations far beyond it as well. The portal will feature automated analysis and a suite of training options that guide organizations on how to leverage their results using the agency survey, either for evaluation, fundraising, or advocacy purposes.

We also aim to use the portal as a hub of information regarding promising practices in building adolescent girls' agency and to promote key learnings derived from that hub.

Objective	Actions
<p>4. CDOs across Africa possess the tools needed to prove their impact on adolescent girls' agency.</p>	<ul style="list-style-type: none"> • Complete longitudinal agency data collection with AMPLIFY Girls partners. • Launch the online portal that allows for public free access to the AGAS and automated analysis of results. • Develop and maintain a suite of training materials that guide CDOs on the use of the portal and the interpretation of results. • Launch "State of Agency" report based on portal development and longitudinal data.

Objective	Actions
<p>5. An evidence base of promising practices in adolescent girls' agency-building is available for use in programmatic evaluation, advocacy, and research – CDOs are able to leverage the evidence for their own sustainability and success.</p>	<ul style="list-style-type: none"> • Develop an evidence base of promising practices based on data from portal users. • Analyze survey data to find program traits associated with higher agency scores. • Make recommendations for program design or evaluation based on survey data. • Investigate the relationship between agency and key education outcomes through mixed-methods evaluation.
<p>6. Evidence for the impact of CDO programs on adolescent girls' agency leads to overdue resourcing and inclusion of CDOs in global development discourse</p>	<ul style="list-style-type: none"> • Promote survey findings in key spaces tied to increased CDO funding and influence. • Shift organizational staff responsibility to account for new approach to advocacy. • Offer training programs that center on lessons learned from evidence base. • Convene global partners interested in adolescent girls' agency to create a multinational community of practice.



IMPACT GOAL 3

Diversify and Strengthen Our Organizational, Leadership, and Governance Structures While Placing Power in Partners' Hands.



Diversify and Strengthen Our Organizational, Leadership, and Governance Structures While Placing Power in Partners' Hands.

As a part of our strategic planning process in 2023, AMPLIFY Girls agreed to adopt through-line statements that should be present in all aspects of our work. One such through-line compels us to revisit our current leadership composition and structure to be in alignment with the articulated through-line: ***"AMPLIFY Girls is a network of 40+ partners whose presence, expertise, and priorities are centered in our governance model and ways of work."***

To center this through-line in 2024-2026, AMPLIFY Girls will undertake a change in structure, moving to diversify and include higher-level leadership that is representative of our partner organizations and the communities where they operate. Alongside this shift in leadership structure, we will aim to grow our board of directors to include a broader and more diverse skill set that can better serve our partners and lead to sustainable growth for the organization.

Objective	Actions
<p>7. Embrace AG's core values of equity and collaboration by developing a leadership model that embodies these values.</p>	<ul style="list-style-type: none"> • Adopt a co-leadership model that is rooted in research on best practices. • Hold virtual sessions that introduce the co-leadership model to staff and partners. • Design a transition strategy that involves the gradual integration of new co-leaders into existing programs and partnerships.
<p>8. Grow our Board of Directors to include a broader coverage of networks and skill sets.</p>	<ul style="list-style-type: none"> • Recruit and onboard new board members beyond AMPLIFY Girls partner representatives, including members from outside of East and Southern Africa. • Transition to a governance model with an African board chairperson. • Establish clear requirements for board member write/raise policies.

Objective

9. Strengthen AG infrastructure that supports staff collaboration, communications, and wellness.

Actions

- Conduct an in-house review of current staff communication and project management avenues.
- Offer programming targeting staff well-being and integrate this into our public offerings for CDO wellness as well.



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