

LEEP: AGYW Skills and Organisational Benefit Framework



AGYW Transferable Life & Livelihood Skills

Progressive skill building creates pathways for AGYW to prepare themselves for lives and livelihoods of their own choosing. Women Win thinks in terms of inter-related **Self, People and Process** skill sets. Coaches and programme leaders will recognise these skills as the learning that is already embedded in sports.

- **Self skills** focus on personal responsibility, self-esteem and integrity: the foundation for personal growth and development.
- **People skills** build leadership, communication and teamwork.
- **Process skills** are often related to technical competencies gained by learning to think critically, leading to thoughtful decision-making, and the ability to work towards outcomes.

Mastery of Self and Process, plus the ability to **work with people**, are skills that can be developed through participation in a sport programme, and later applied in any work setting. Practice sessions and competitions can be used to call attention to and build the skills of AGYW in these areas.

The LEEP framework is not intended to be a rigid linear pathway, since we know that leadership development is a holistic and iterative journey. This framework is a good tool to help AGYW to bridge the gap between their dreams and their realities, helping them to find realistic pathways to economic empowerment.

Organisational Benefits & Scaling Impact

Women Win believes a focus on LEEP can support economic empowerment for girls while **lowering the cost per participant (CPP)**, and lead to organisational benefits. As girls gain the skills to be effective peer leaders and coaches, some will have the interest and ability to learn the broader skills needed to become programme managers capable of **sustaining and scaling a sport programme**. Creating this career path for AGYW is a design and operational challenge for any organisation. It requires rethinking the lifespan of a sport programme, and its end goal. While this approach requires a period of initial investment in training at higher peer leader, coach and employability skill levels, Women Win programme partners applying peer leadership models report that they see the benefits of scaling impact and lowering the CPP over time.

	SELF PERSONAL GROWTH AND DEVELOPMENT	PEOPLE LEADERSHIP AND TEAMWORK	PROCESS DECISION MAKING AND CRITICAL THINKING	ORGANISATIONAL SUSTAINABILITY VALUE: INCREASING IMPACT AND LOWERING COST
L1: Player	<p>Coping and Self-Awareness:</p> <ul style="list-style-type: none"> • Increasing internal self-control • Setting personal goals • Having a positive self-image • Having self-awareness • Having high personal standards • Developing math and literacy skills <p>DO: Demonstrate a skill, initiate a homework group</p>	<p>Communication and Interpersonal Skills:</p> <ul style="list-style-type: none"> • Increasing self-esteem and confidence • Developing empathy • Understanding bullying and gossiping <p>DO: Take attendance, monitor/model behaviour, lead development of a skill</p>	<p>Knowing Your Rights and Making Decisions:</p> <ul style="list-style-type: none"> • Understanding your rights • Evaluating consequences of actions for self and others • Understanding the body and reproductive health • Accessing safe spaces • Making, saving and budgeting money <p>DO: Set up field, timekeeper, and savings groups</p>	<p>Increase Brand and Unique Value Proposition:</p> <p>Quantify impact evidence for donors</p> <ul style="list-style-type: none"> • Increase community legitimacy • Lower cost for recruitment and increased retention • Improve programme evaluation by using a AGYW-centred design <p>RESOURCES: LEEP & IG Guides, SCB Goal, SportandDev.org</p>
L2: Peer Leader	<p>Managing Feelings, Emotions and Stress:</p> <ul style="list-style-type: none"> • Listening, reflecting and developing intuition • Developing flexibility and situational awareness • Building resilience • Understanding difference between wants and needs <p>DO: Teach a skill (e.g. first aid), deliver stakeholder presentations, create Most Significant Change stories</p>	<p>Negotiation/Conflict Management Skills, Collaboration and Teamwork:</p> <ul style="list-style-type: none"> • Negotiating • Working on a team • Being a peer leader <p>DO: Have club leaders and life skills mentors lead sessions, conduct peer outreach, negotiate access to field</p>	<p>Analysing Information, Attitudes, Social Norms, and Influences:</p> <ul style="list-style-type: none"> • Understanding gender-based violence • Accessing community services • Taking care of the environment • Borrowing money and planning for the future <p>DO: Have the jersey captain, and scorekeeper plan & deliver a session</p>	<p>AGYW as Operational Resources:</p> <ul style="list-style-type: none"> • Improve programme quality, impact and adaptability • Create community outreach and partnerships to access greater resources • Increase license to operate with formal & informal actors <p>RESOURCES: LEEP & IG Guides, SCB Goal, SportandDev.org</p>

<p>L3: Coach</p>	<p>Taking Action with Integrity:</p> <ul style="list-style-type: none"> • Having personal responsibility and accountability • Being honest • Keeping confidentiality • Developing financial literacy <p>DO: Represent organisation externally, develop mentorship project, conduct Digital Storytelling Project, build language and computer skills</p>	<p>Team Management and Coaching:</p> <ul style="list-style-type: none"> • Coaching and mentoring • Collaborating with stakeholders • Managing and motivating a team, delegating tasks <p>DO: Create mentors, train referees, educators, savings officials, and community and tournament coordinators</p>	<p>Problem Solving and Working toward Goals:</p> <ul style="list-style-type: none"> • Taking risks • Setting team goals • Seeking creative and innovative approaches <p>DO: Create mentors, design and deliver a new session, engage in participatory M&E</p>	<p>Increase Programme Scale and Influence:</p> <ul style="list-style-type: none"> • Build skills of AGYW, rather than pay for external expertise. This will lead to a reduction in programme costs for sport & life skills • AGYW provide services to other organisations & become brand ambassadors <p>RESOURCES: LEEP & IG Guide, SCB Goal, SportandDev.org</p>
<p>Consider role of formal education and ability for on-field vs. office based skill building</p>		<p>Determine role of organisation</p>		
<p>L4: Employability</p>	<p>Personal Skill Development:</p> <ul style="list-style-type: none"> • Writing, presenting and developing language skills • Building ICT and other technical skills • Developing a network • Building systems thinking <p>DO: create mentorship and internship programmes with interns learning office, computer (e.g. Salesforce) & language skills, provide scholarships/loans for tertiary education and vocational training</p>	<p>Leadership and Advocacy:</p> <ul style="list-style-type: none"> • Navigating power and gender relationships • Engaging boys and men • Inspiring and influencing others • Accepting and valuing diversity <p>DO: create mentorship, educator, trainer of trainer and internship programmes</p>	<p>Results Delivery:</p> <ul style="list-style-type: none"> • Taking Initiative • Planning and organising • Orienting work towards results <p>DO: create mentorship and internship programmes with interns learning programme, M&E, and finance skills, support vocational training</p>	<p>Raise NGO/CBO Profile and Role in Community Partnerships:</p> <ul style="list-style-type: none"> • Hire AGYW from programme participants rather than external experts or professionals • Engage AGYW in advocacy and build capacity to influence, which will improve the enabling environment in the community. • Support AGYW to pursue tertiary education and obtain credentials for professional careers <p>RESOURCES: LEEP Guide, EMpower Handbook</p>

<p>L5: Entrepreneurship, Employability, Education</p>	<p>Professional Skill Development:</p> <ul style="list-style-type: none"> • Designing and developing products/services • Marketing and making sales • Managing finances • Being an entrepreneurship and being self employed <p>DO: Provide a staff role, job placement or business start-up support, support diploma or university formal education</p>	<p>Resource Acquisition and Allocation:</p> <ul style="list-style-type: none"> • Writing grants • Managing donors • Managing partners • Understanding and implementing self-financing/income generation strategies <p>DO: Provide a staff role or job placement</p>	<p>Programme Management:</p> <ul style="list-style-type: none"> • Industry knowledge & job skills • Technical competence • Project management • Enterprise management <p>DO: Provide a staff role or job placement</p>	<p>Improve Organisational and Programme Sustainability:</p> <ul style="list-style-type: none"> • AGYW gain/return with credentials and the capacity to operate programme and fill organisational and management roles. • Demonstrate outcomes for programme scale and AGYW's economic empowerment • Monetise the value of the NGO/CBO <p>RESOURCES: LEEP Guide EMpower Handbook, NESsT Get Ready, Get Set</p>
<p>*DO = Development Opportunities</p>				

Examples of Roles/Jobs

<p>Level 1: Player</p>	<p>Participant in program, athlete on sport team</p>
<p>Level 2: Peer Leader</p>	<p>Peer Educator, Life Skills Mentor, Club Leaders, Jersey Captain, Session Organisers, First Aider, M&E Volunteer, Data/Scorekeeper, Assistant Coach</p>
<p>Level 3: Coach</p>	<p>Coach as mentor (teacher, guide, counsellor)</p>
<p>Level 4: Employability</p>	<p>Coach, Referee, Educator, Programme Leader, Train the Trainer, First Aider, M&E Officer, Safeguarder</p>
<p>Level 5: Employment, Entrepreneurship, Education</p>	<p>Formal employment within organisation in a higher-level position, support in finishing higher education, starting own business or venture, finding external employment or internship</p>