



# GIRLS ADVOCACY ALLIANCE

## LEARNING REVIEW

Lessons in youth advocacy and the link  
between global and local activism

# CONTENTS

---

<b>Acronyms</b>	<b>3</b>
<b>Introduction</b>	<b>5</b>
Rationale	5
Methodology	6
Limitations to this study	6
GAA Learning Review Team	6
<b>GAA youth advocates</b>	<b>8</b>
GAA overall Theory of Change	9
Which girls and youth?	11
Laying the groundwork	12
Adaptive programming	13
Approaches taken to youth advocacy	13
Key reflections and conclusions	16
<b>Global to local activism</b>	<b>18</b>
Impact on youth advocates	18
Human rights and accountability mechanisms	19
Diversity and safeguarding	21
COVID-19	22
Key reflections and conclusions	23
<b>Sustainability and looking ahead</b>	<b>25</b>
GAA youth advocates – future aspirations	25
Plan International’s strength in supporting youth-led groups	26
<b>Overall recommendations</b>	<b>32</b>

Cover photo: Youth advocate from Girls Advocacy Alliance advises girls on how to prevent COVID-19.

# ACRONYMS

---

<b>APT</b>	Alliance Programme Team
<b>CEFM</b>	child, early and forced marriage
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>CSO</b>	civil society organisation
<b>GAA</b>	Girls Advocacy Alliance
<b>GBV</b>	gender-based violence
<b>HLPF</b>	High-Level Political Forum
<b>INGO</b>	international non-governmental organisation
<b>M&amp;E</b>	Monitoring and evaluation
<b>SDGs</b>	Sustainable Development Goals
<b>UN</b>	United Nations





Sravani, 19, has prevented 10 child marriages in her community.



# INTRODUCTION

---

## Rationale

The Girls Advocacy Alliance (GAA) is an initiative of Plan International Netherlands, Defence for Children – ECPAT Netherlands and Terre des Hommes Netherlands, and is funded by and in partnership with the Dutch Ministry of Foreign Affairs. The GAA is a five-year programme (2016–2020) whose goal has been to ensure that, by 2020, girls and young women in ten countries in Asia and Africa would no longer face gender-based violence and economic exclusion. The programme worked closely with young people, especially girls and young women and their civil society organisations (CSOs), to strengthen their capacities in becoming legitimate actors in decision-making spaces and processes, from local to global levels. As part of this, youth advocates were supported to use regional and global monitoring and accountability mechanisms to hold their governments accountable on their human rights.

The youth advocacy component of the GAA is one that has matured and strengthened over time. This learning review aimed to provide the space and opportunity to reflect on these components and to document the diverse models and approaches taken across the ten GAA countries. It also set out to look specifically at the global-level advocacy pathway, which was a key pillar of the GAA's approach and Theory of Change, to understand how it contributed to progressing, and strengthening, youth advocacy at the national and sub-national levels.

Importantly, the learning review also puts the voices and perspectives of the youth advocates themselves at the centre. It seeks to understand how the youth advocates may have been personally impacted through their participation and how they perceive their own impact as advocates, and to document their future aspirations and plans.

The results of the review are intended to inform Plan International's broader engagement and strategic approach with autonomous youth-led groups and movements. They will also contribute to the organisation's understanding of how as an international non-governmental organisation (INGO), Plan International fits into the wider movement space, what are its comparative strengths, and what else it can do to be a trusted, relevant and valued partner to youth-led groups and movements.

The questions that guided this research include:

1. What approaches to youth advocacy were modelled in the GAA?
2. What lessons can be derived from supporting youth advocacy and collective action at the local, national, regional and global levels? How does this multi-tiered approach contribute to youth-led groups' local advocacy and collective action?
3. What is Plan International's role and expertise in supporting girl-led and youth-led groups and movements to engage in collective action, accountability processes and gender advocacy?
4. What are the current gaps in Plan International's programming that should inform future programming – for example, working with autonomous groups, providing funding and non-financial support?

## Methodology

- A survey was shared with youth advocates across the ten countries and this elicited 126 responses.
- Two virtual, three-hour “global to local workshops” were held with 13 youth advocates from across six GAA countries in Africa and Asia. The workshops provided a participatory space for youth advocates to share their first-hand experiences within the GAA programme. This type of workshop was designed and delivered by a young woman researcher based in Lagos, Nigeria.
- Key informant interviews were carried out with 16 Plan International and GAA project staff at the country, regional and international levels.
- Three focus group discussions were carried out with existing youth partners of Plan International Bangladesh.

## Limitations to this study

It is important to note that the learning review was led by a Plan International staff member who sits within the organisation’s United Nations Liaison Office and who had worked with the Girls Advocacy Alliance. While steps have been taken to avoid bias, the researcher’s subjective positioning is important to declare.

Due to COVID-19, the survey and workshops were carried out on online platforms. While efforts were taken by the country offices to facilitate access, it is possible that this may have led to the exclusion of those young people who do not have internet access. Additionally, the survey was conducted in English, which will have excluded non-English-speaking youth from responding.

Not all countries were available to participate consistently across the various data collection processes. In these instances, the review has drawn on programmatic documentation and reporting to reach any global conclusions. Also, while the GAA consisted of a wide range of partners, due to limited resources and time, the learning review primarily engaged with Plan International staff.

## GAA Learning Review Team

- Mishka Martin – Project and Research Lead (Policy and Advocacy Advisor for Plan International’s UN Liaison Office in New York)
- Olaoluwa Abagun – Junior Researcher (Consultant, independent, based in Nigeria)



Shamim, 22, is Chairperson for the Bugaya Girls Advocacy Alliance group.



# GAA YOUTH ADVOCATES

---

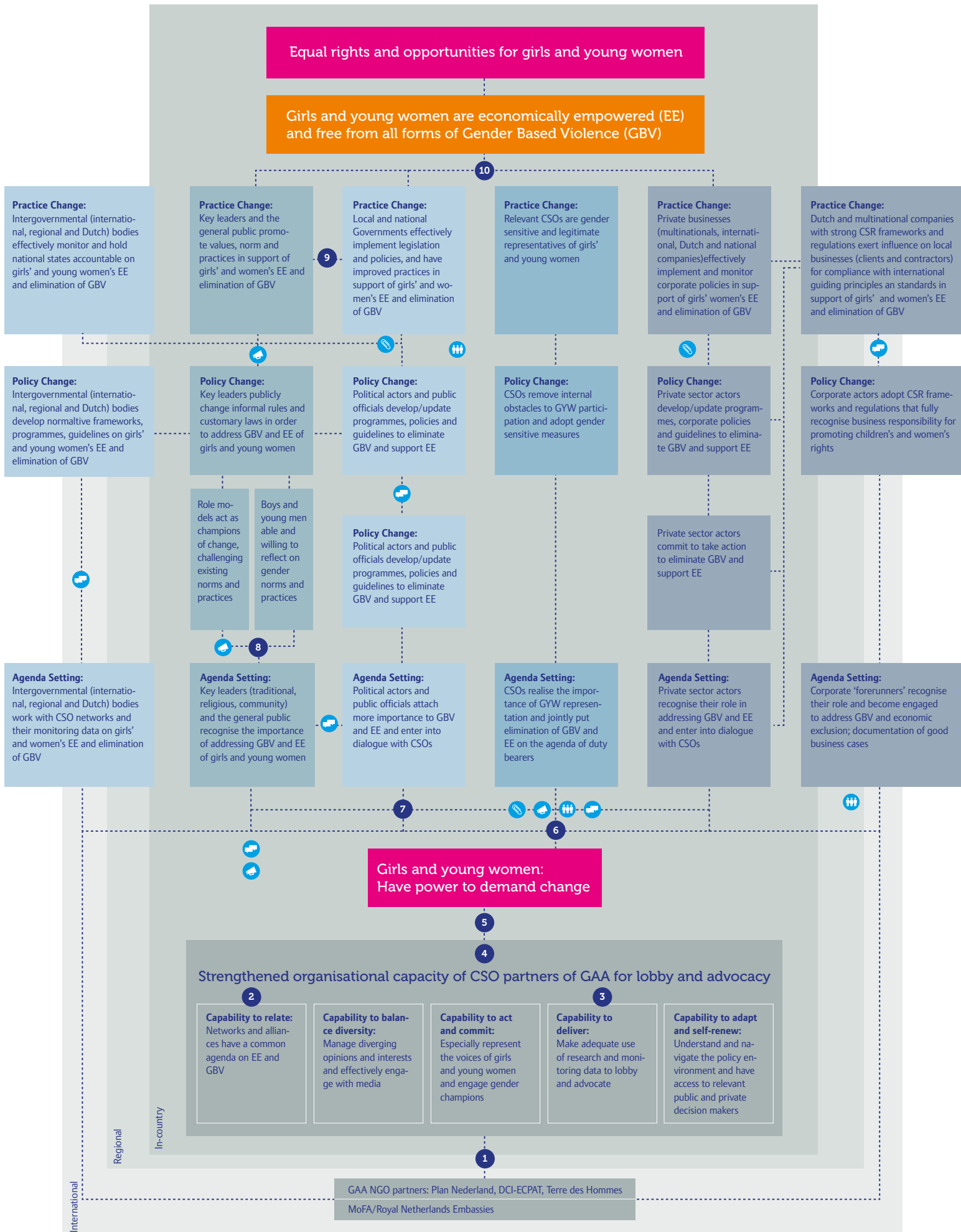
Young people were intended to be key actors and influencers within the Girls Advocacy Alliance (GAA), through their role in civil society such as in CSOs. The GAA aimed to support young people through an empowering process, enabling them to engage in meaningful and effective advocacy on priority issues in their countries, and in decision-making processes from the local all the way up to the global level. The idea was that by supporting implementing partners, CSOs and youth directly, a cohort of young advocates and leaders would emerge. They would take forward the GAA issues, well beyond the lifespan of the programme.

## **GAA overall Theory of Change**

The Girls Advocacy Alliance envisions a world wherein all girls and young women enjoy equal rights and opportunities, and benefit equally from development outcomes.



## Theory of Change of the Girls Advocacy Alliance



The related key assumptions of the GAA programme were:

1. CSOs, in particular girls' and women's rights organisations, have a long-standing history of and commitment to shaping political agendas, creating political will and monitoring implementation.
2. Collaboration between CSOs with different mandates to fight for a common goal will strengthen each individual CSO and benefit all their constituencies.
3. Lobbying and advocacy strategies, at all levels, have to be substantiated and supported if not carried out by a substantial part of the group whom they are supposed to benefit.
4. Stronger CSOs that are accountable to their constituency cannot be neglected by democratic states.
5. Stronger CSO networks ensure that the issues of gender-based violence (GBV) and economic exclusion gain priority on public and political agendas.
6. Involving boys' and men's organisations and traditional and religious leaders increases public awareness and norm change on GBV.

The themes of the GAA programme were:

### Themes



Gender-based violence



Commercial sexual exploitation of children



Sexual violence and abuse



Female genital mutilation/cutting



Child trafficking



Child marriage



Economic exclusion



Post-primary education and vocational training



Decent work



Female entrepreneurship

### Key actor categories



Community's traditional and religious leaders



Civil society



Government



Private sector



## Which girls and youth?

Across the GAA, girls and young women were the primary target group. To a lesser extent, boys and young men were also engaged in the programme, often taking on the role of allies and Champions of Change. Across the ten countries, the programme generally consisted of 75 girls to 25 boys respectively. The age category ranged widely from 10 years to 24 years old. To reach these different categories of youth and children, the GAA worked across different levels:

1. school-based groups;
2. groups at the community level (out of school and graduated);
3. youth-led networks or groups.

Across the GAA countries, there were diverse approaches taken to establishing the youth groups. The process was predominantly driven by the local context and the landscape of youth organisations and structures within each locality. It was informed by the distinct categories of youth and the vulnerabilities that the Alliance Programme Teams (APTs) had prioritised for engagement.

Reaching diverse and marginalised youth, especially girls and young women, was a key priority across the GAA. The GAA consortium partners – Terre des Hommes, Plan International, ECPAT-DCI – were each able to bring particular expertise in working with diverse and often marginalised children and youth. The GAA aimed to ensure that the voices of marginalised groups were heard in policy and decision-making and so emphasis was placed on working directly with survivors of sexual and gender-based violence and harmful practices who had lived experience of those thematic issue areas of the GAA. For example, survivors of child, early and forced marriage (CEFM) and child labour were brought together to form girl-only groups.

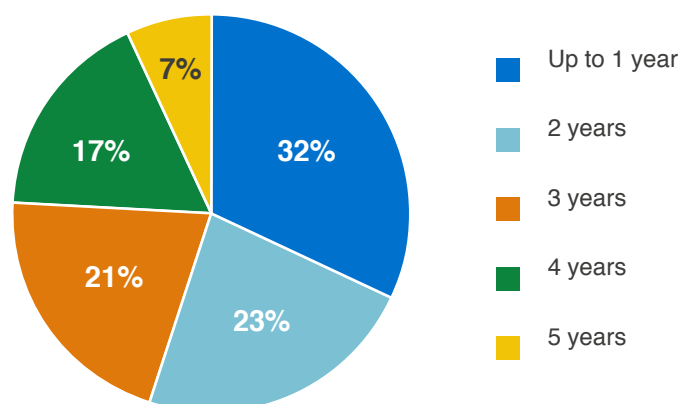
In some instances, groups were newly established around specific GAA themes and young people were asked to join based on their interest in that issue. Where possible, APTs sought to work with pre-existing youth groups that had been established under a previous programme run either by Plan International or a GAA partner.

A small number of APTs partnered with autonomous and semi-autonomous groups (Philippines, Asia Hub, Bangladesh). The modalities of these partnerships were different, sometimes informal, and they were often engaged at key moments across the advocacy calendar or around specific programmatic activities.

## Membership and retention

The membership of the GAA youth groups had a degree of turnover. While there was a small cohort of advocates that stayed engaged across the lifespan of the programme, the wider membership was fluid. This was often due to young people migrating out of the community to access work or to commence study, or girls would leave the group as they reached the age deemed appropriate for marriage. The school-based groups were somewhat more enduring in membership, where the structures and formal setting of the school environment enabled sustained engagement with the GAA across multiple years.

Figure 1: How long members have been involved with the GAA



### Laying the groundwork

In the first two years of the programme, the youth advocacy component was focused on community mobilisation and group formation. The aim was to build capacity of youth in the thematic areas of the GAA and to build critical consciousness around their rights and gender equality. This initial phase is described by APTs as being absolutely critical for laying the groundwork for young people's conceptualisation of the gaps in gender equality and girls' rights and their eventual meaningful role within the GAA.

In some contexts, there was the simultaneous need to cultivate an enabling environment for youth participation, by influencing duty bearers, and to actively lobby local governments to open up spaces previously closed to young people. This was especially true for marginalised girls and young women, including survivors of CEFM and girls who are mothers, who faced stigmatisation and exclusion from public life.

There was a notable scaling-up of youth advocacy components, especially at the global level across the GAA from around 2017 onwards. This was in part the evolutionary next step in the process, as the preparatory stages with the youth groups began to bear fruit. There were also significant external trends that led to an elevated prominence and scaling-up of GAA's youth advocacy component:

- APTs recognised in the first two years that youth advocates were proving to be powerful actors in policy and lobbying engagements and that decision makers were listening.
- The mid-term review reflected this learning, and, in its recommendations, it called for strengthening of youth capacity and for a more coherent approach towards youth-led advocacy. Additional country-level investments were bolstered by Plan International Global Hub's appointment of a dedicated youth advocacy officer (part-time in 2017 and full-time in 2018); by the design and roll-out of GAA's youth advocacy toolkit; and by a global youth meet-up in 2019 with representatives from all GAA countries.
- Plan International's global youth strategy, *Powering the Movement*, launched in 2018, situating youth-led collective action as a priority for the organisation. This contributed to an organisation-wide growing interest in GAA as a potential model for youth-led advocacy and meaningful youth participation.

The GAA also brought together a diverse group of girls and young women advocates and activists to engage in regional and global advocacy processes. By getting girls and young women engaged in this way, global advocacy was easier to facilitate, more meaningful and safer, because advocacy was built in to the programme. As such, there was an existing network of youth, who could be supported by dedicated country-level staff – made possible because the Youth Advocacy Officer was housed in the Global Hub and could play a coordination role with the Liaison Offices.

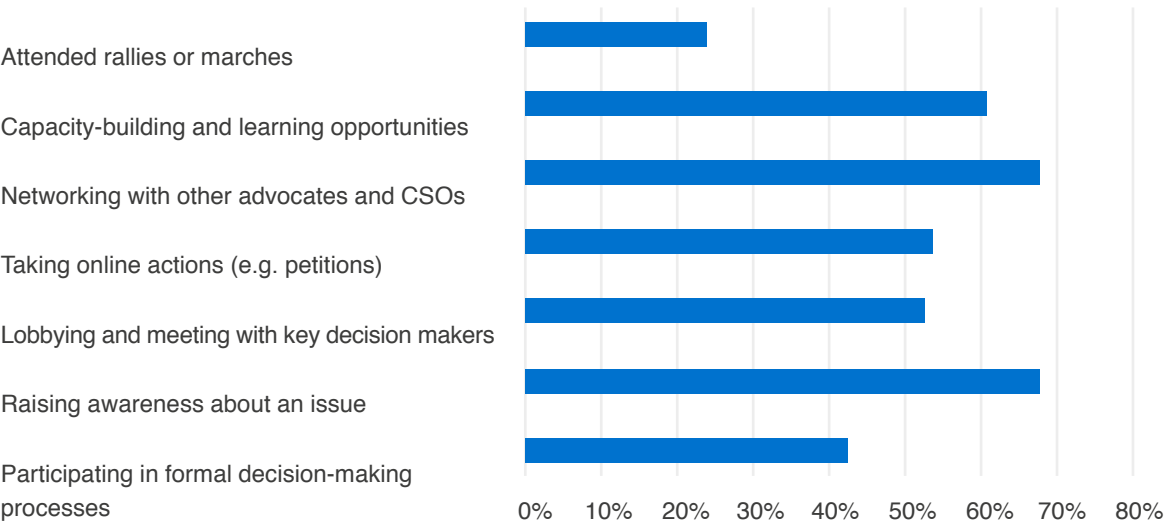


**Adaptive programming**

Adaptive programming was a central feature of the GAA. It enabled the APTs to respond to learning from programme implementation and from the external environment, and to adapt their Theories of Change based on this and on the shifting political landscapes and other country-specific trends. The adaptive programming was a widely welcomed feature, which also enabled APTs to adjust the youth components towards becoming more context-appropriate but also to respond to youth advocates’ own emerging priorities. For example, the Philippines was able to co-design a capacity-building programme that better responded to the youth advocates’ specific interests and to how they wanted to express their advocacy messages.

**Approaches taken to youth advocacy**

The GAA used a wide range of strategies and tactics to bring about social and policy change. As Figure 2 shows, youth advocates engaged across a wide range of advocacy tactics, with 68 per cent of youth advocates spreading awareness on an issue, 68 per cent networking with other advocates and CSOs, and 61 per cent participating in capacity-building and learning events.



**Question:** which of the following advocacy actions did you take?

APTs applied rich and diverse approaches to youth advocacy, from the community up to the regional and international levels. These varied widely from youth advocates taking the lead in designing and implementing advocacy activities to co-creating with adults, as well as participating in adult-led activities. On the whole, this learning review found that young people were taking the greatest strides in leadership at the community level. Featured below are some of the key approaches to emerge across the ten countries:

**Youth-led advocacy and action planning**

Youth advocates across the GAA designed their own advocacy action plans and within these, they articulated the goals, tactics and strategies for achieving their desired social change. The creative and performance arts were widely popular vehicles for delivering their message. Street drama, spoken word poetry and hosting radio shows were among some of the tools used to communicate their message and to build critical awareness in the community.

The use of digital media was also a popular approach adopted by youth groups. During COVID-19, there was an overall shift towards new online digital forms of advocacy. Nepal, for instance, invested in building youth advocates' capacity in digital forms of advocacy including mobile journalism, a youth reporters' project where they blogged, and photojournalism.

**Our proud moment was our street drama “putaliko bibaha” which helped to raise awareness on child marriage and GBV for the community. We got a good response from that event [and it helped to increase] the reporting of child marriage cases in the district. That’s our proud moment.**

**Youth advocate, Nepal, age 22**

### The role of boys

While the GAA had a primary focus on girls and young women, around 20 to 25 per cent of the participants were boys and young men who were engaged to become Champions of Change. Their involvement proved to be an effective strategy: as part of the community pathway, they used it to challenge existing norms and practice around early marriage. Like the girls and young women, but to a much lesser extent, some boys advocated as a result of their own direct experience of the issues – for example, a young man advocated to end teenage pregnancy after his own mother died, aged 16, during child birth.

### CASE STUDY: Boys and young men as Champions of Change in Uganda

Boys and young men often proved to have a powerful voice in influencing religious leaders and community leaders and in transforming harmful socio-cultural norms. In Uganda, the GAA with the support of local government authorities selected young men/boys and equipped them with knowledge of gender concepts, human rights and advocacy to enable them serve as “male champions” for girls’ and young women’s rights. Some of these male champions were notorious perpetrators of GBV (including sexual abuse) who had previous criminal records or reports made against them to the local council authorities. However, after benefiting from regular training sessions, they began to engage in grassroots advocacy for girls’ rights – speaking against CEFM and advocating for girls who are mothers to return to school. With their knowledge of GBV hotspots within their local communities such as football playgrounds, bodaboda (motorcycle) stages, cinema halls and water sources, they also made routine visits to these areas to amplify their advocacy messages and to identify specific cases of abuse, and planned and actual marriages. These cases were then referred to the local authorities for the requisite response, leading to the interception of child marriage ceremonies, the rescue of girls who are mothers from marriage, and their successful re-entry to school.

### Youth leadership

APTs described how youth advocates increasingly took ownership and overall responsibility for their advocacy groups and networks. A ripple effect was described by one GAA project manager, where girls and young women were playing a key role in the continual expansion of their networks and groups, encouraging more and more girls to join. As new members were brought into the group, existing youth advocates took up the role of mentoring newer members into the group.



Youth advocates also referred to the broader role of leadership they often took up in their communities and the positive impact within other micro spheres of influence such as at school and across their local communities, where they leveraged their leadership and advocacy skills to lead projects that positively impacted other girls and young women. Asked the question, “what are you most proud of accomplishing with the GAA?”, youth advocates referred proudly to their conscious efforts in mentoring other young people across their local communities as an achievement.

**I have started mentoring [other young people] because you realise that one of the issues that have challenged the youth advocacy movement is that young people do not have mentors. So, I have embarked on a journey to mentor fellow youth advocates because I know sooner or later, I would not be a youth anymore...**

**GAA youth advocate, Uganda**

#### Community watchdogs

Youth advocates were effective in their role as community watchdogs: documenting and reporting cases of child labour and CEFM to the police and relevant authorities and advocating for improved and timely response to cases reported. In Nepal, youth advocates became a trusted partner of the police and local authorities, which led to the local government wanting to coordinate and to work in partnership with them to implement their strategies around ending harmful practices.

#### Lobbying and advocacy

Youth advocates were supported to participate in different stages of the policy cycle around CEFM and other GAA thematic areas. There is evidence of youth advocates being effective in influencing community ordinances on CEFM and other local-level regulations and laws.

While the majority of youth advocates’ efforts were focused at the community level, APTs worked to bridge them to national-level processes and to facilitate their connection to national-level platforms and networks. International days across the calendar (International Day of the Girl Child, the international celebration of the UN Convention on the Rights of the Child, International Women’s Day, the Day of the African Child and the 16 Days of Activism) presented a particular opportunity for young people to amplify their messages and key advocacy asks across national spaces and to gain exposure to wider civil society spaces.

Across many GAA countries, staff supported the establishment of youth-led, informal youth national advocacy forums or networks, which enabled youth advocates to connect and to articulate plans for collective action. Despite noted challenges in sustaining national-level advocacy, the youth advocates highly valued the chances for networking across regions and connecting with other youth advocates and civil society.

Another significant component of the GAA was enabling girls and young women to participate in human rights accountability mechanisms and processes from national up to the global level. Given the significance of this strand of the GAA, this will be dealt with in a separate section (see: “Global to local activism”).

## Key reflections and conclusions

- The youth advocacy component of the GAA is one that evolved and garnered considerable strength across the five-year period. It is evident that some of the GAA partners themselves went on a journey towards realising the power of youth advocates as actors in their own right and their potential for contributing across the different GAA pathways.
- The flexibility offered by the adaptive programming style was a highly valued aspect of the GAA programme. In many instances, it enabled the APTs to respond to young people's needs and to pivot the programme towards becoming more youth-centred.
- The capacity-building aspects of the programme were valued by both the youth advocates as well as across project staff interviewed. The substantial time taken in years one and two, to build youth advocates' core skills in advocacy and campaigning on the one hand, while also building critical consciousness around the GAA thematic areas on the other, contributed to young people being able to confidently take up their roles as credible actors. The global resources and investments made around this (i.e. the global youth advocacy toolkit) provided staff with an overall framework for capacity-building and tools to use or adapt. Additionally, APTs were able to develop bespoke capacity-building programmes based on the distinct capacity needs and priorities articulated by the youth priorities and reflected the growing voice of youth in articulating the change they wanted to contribute to. Skills gained through the GAA capacity-building programme can be clearly seen being put to use by young people, which demonstrates the programme's relevance.
- Overall, the youth components sat across the spectrum of youth participation: on one end of the spectrum, young people are leading their own campaigns; at the other end, youth advocates were sometimes invited to participate in adult-centric spaces to deliver messages.
- Future advocacy programmes would benefit from clearly articulating youth advocates' role in the Theory of Change as well as establishing a clear understanding of the change envisaged through their participation – without this framework, there is the risk of tokenism or young people being used to serve the broader goals of the project.
- The range of activities in which youth advocates engaged were diverse and varied across and even within countries. While there are some clear models and promising practices that emerged (as explored above), the lack of a coherent approach and a supporting monitoring framework presents some challenges when it comes to documenting change or real impact.
- The majority of youth advocates were engaged at the community level. This is where young people felt they were able to have the most impact – influencing peers, religious leaders and other key community stakeholders. In many instances they were able to garner the trust and credibility of community leaders. A stronger coordinating framework with better alignment with different levels could have potentially enabled the youth advocates to have more impact in national-level advocacy.





Uma, 20, is lobbying for girls' education and the end of violence against women and girls.



# GLOBAL TO LOCAL ACTIVISM

---

**Five-year programme objective:** “Youth advocates are welcomed and contribute to the human rights mechanisms and review processes of the SDGs at the local, national and international levels.”

The GAA worked to enable girls and young women to participate meaningfully in reporting to international human rights mechanisms and in progress-tracking on the Sustainable Development Goals (SDGs), as well as in the design and monitoring of the national public policies related to the GAA themes. A significant component of the GAA was therefore to build the capacity of youth advocates and to enable them to utilise relevant regional and global monitoring and accountability mechanisms to hold their governments accountable on their human rights.

## Impact on youth advocates

For youth advocates who travelled and engaged with the human rights and accountability mechanisms at the regional and international level, the most significant impact reported related to their personal growth and development: increased levels of confidence, agency and skill in advocacy and public speaking were all reported as notable outcomes.

Additionally, youth advocates specifically spoke of the value of expanding their networks and learning about new advocacy strategies and global best practices from other advocates from across the GAA and of integrating this learning in their grassroots work. They also reported being inspired and motivated by the experiences and achievements of other youth advocates, which spurred them on to achieve their advocacy goals at the national level.

Youth advocates describe how they were referred to “role models” within their local communities as a result of their engagement in high-level global advocacy spaces and increased visibility of their advocacy efforts through the GAA. They reported being commended for inspiring other young people across their local communities. They also reported bringing back the diverse skills, knowledge and perspectives gained through regional/global-level engagements and sharing these with other young people within their local communities. In general, youth advocates attested to being listened to even more, due to their global experiences.

There was some evidence also to suggest that global advocacy engagements led to specific local connections or opportunities that helped to progress the youth advocates’ in-country advocacy agendas. I took over the place of top executive [at] Telenor as part of the Girls Take Over Programme. After that, the CEO of Telenor proposed that [all three of us] who participated from Bangladesh, Myanmar and Norway could meet our local CEOs because our ideas were so vast and that was really appreciated... Now the local CEO of Grameenphone has offered to meet with me and he really wants to know the youth perspective of Bangladesh.

## Follow-up processes

While there is significant impact felt at the individual level, this learning review finds that more could be done to capitalise on the exposure, connections and networks that occur through global and regional interactions. There is resounding commitment surrounding the need for stronger follow-up processes. However, the survey indicated that only 31 per cent of youth advocates returning home were provided with structured opportunities to share their experiences with other advocates and only a quarter said that they were given opportunities to apply their new skills and knowledge.

There is a need to further embed follow-up processes. A common suggestion was that putting a plan into place prior to travel, which already connects the national and international influencing agendas, would help to articulate next steps within a broader strategy for change. Youth advocates also need to be supported to be the drivers behind their own follow-up actions, and should be supported to develop action plans with their groups/organisations. A strong connection between the work of the APT and the work of the global programme is important to achieve a strong follow-up. Equally it was felt that UN agencies should be held responsible for demonstrating how a young person’s contributions or testimony will be used to inform policies or programmes.

**Human rights and accountability mechanisms**

For those GAA staff interviewed, a strong preference emerged for processes where there were clear linkages and activities that connected national advocacy to international-level influencing agendas. APTs spoke positively about capacity-building tools and resources that equipped youth advocates to engage critically with global or other processes, especially youth-friendly methodologies, which could be contextualised and rolled out nationally. For example, in the case of the Beijing+25 consultations, the methodology provided supported youth advocates to articulate an agenda around the Beijing review process, that they were able to then distil and use across related national-level processes and engagements.

In the context of the GAA, the SDGs emerged as a strong framework, where alignment across multiple levels was clear and enabled youth advocates to take up an active role. Their role was supported by a strong capacity-building framework: youth advocates initially attended youth advocacy training that provided a strong foundation in advocacy skills. This was followed by technical training in the Voluntary National Review processes. With countries up for review, youth were then engaged in developing key messages and feeding directly into SDG civil society reporting processes. A select number of youth advocates travelled to New York, equipped with their messages and a clear agenda through which to engage. This including speaking or attending a variety of high-level events and meetings with Missions and UN officials, who reportedly responded very well to youth advocates who came with such national-level exposure and knowledge.

There were also examples across the GAA where girls and young people articulated their priorities and recommendations to feed into national-level processes. For example, in the first-ever girl-generated shadow report to the committee on the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), girls were trained to run CEDAW consultations in their home districts and helped to formulate the top priorities. While youth-led approaches are resource-intensive, they were high up on the ladder of “meaningful engagement” in equipping girls and young women with leadership and technical skills, while having proven to be a successful way of engaging wide, diverse and often marginalised voices in global processes.

Number of girls and young women who participated in multi-level human rights processes:

Girl-led CEDAW shadow report (Nepal)	600
Girls' Agenda for Beijing+25 (six GAA countries)	350

### **CASE STUDY: CEDAW Girl-generated shadow process**

In 2018, Plan International's first-ever girl-generated CEDAW alternative report was submitted for the CEDAW review of Nepal. The report was prepared by 527 girls, 110 boys and two young people from sexual minorities from 47 districts representing all seven provinces of Nepal. The objectives of this shadow report were to provide a platform to girls at different levels for discussing issues that affect them and to outline the existing situation of girls in Nepal.

The process was facilitated by Plan International and its partners in the GAA and was entirely led by girls under the age of 18. A core group of three girls was selected by their respective Child Clubs as the main leaders of the process. Capacity-building workshops were conducted by Plan International and its partners, both for the three girls in the core group, as well as for an additional 14 girl facilitators from around the country, who would be responsible for running consultations in their home districts. The girl facilitators then ran consultations with groups of 25 to 30 girls (and a few boys) in their respective districts, collecting their insights on the state of girls' rights in their country, in the form of drawings, poems and oral contributions. Additionally, "special consultations" were held with girls in particularly vulnerable circumstances, including girls in institutional care, girls involved in labour, girls with disabilities, survivors of trafficking, and survivors of sexual abuse. The contributions from all consultations were collected, reviewed and analysed by the core group of three girls, who then drafted the final report with the support of the adult facilitators of the process.

After drafting the report, the girls had the opportunity to meet and interact with the Nepali CEDAW Committee member, the Special Rapporteur for CEDAW, the International Development Partners Group (comprising ambassadors, UN and EU representatives) and other district-level stakeholders, with whom they shared the recommendations from the report. In addition, the final report was also submitted to the Ministry of Women, Children and Senior Citizens for onward presentation to the international CEDAW team. Subsequently, Plan International also sustained engagement with the girls from the core group by extending invitations to attend virtual events, such as the 40th anniversary of CEDAW and the 30th anniversary of the UN Convention on the Rights of the Child.

This experience was ground-breaking because not only does it represent Plan International's first-ever girl-led CEDAW shadow report (and possibly the first one of its type in general), but it also provides a good practice that can be replicated throughout the organisation, both for CEDAW reports and for other reporting processes. In line with ongoing efforts within Plan International to equip young people to speak out on their own issues, including through the Girls Get Equal campaign, this experience demonstrates one of the ways in which girls can be given the space to advocate on their own behalf.



## Diversity and safeguarding

A clear principle of Plan International's Powering the Movement strategy is to ensure that diverse voices of vulnerable and excluded girls and women are heard – not only because it is their right, but also to ensure that decisions are fair and contribute to greater social justice. Within the United Nations system, the SDG pledge to “leave no one behind” has increased the level of scrutiny around how representative youth voices are across these global processes. There was a widely held perception by country offices that participation in international or regional processes are often by their very nature exclusionary. The Powering the Movement strategy and Plan International's safeguarding process try to ensure that diverse girls and young women have equal access to opportunities by applying the “take-two” approach: support two girls and young women – one with more experience and one with very little. This provides a peer learning opportunity, yet efforts must still be made to provide additional training. Global advocacy opportunities are very clearly seen as a growth and learning opportunity.

However, there are fewer opportunities for girls and young women to engage at the global level, not least because budgets only allow one girl or young woman from a specific country or project to travel to global engagements. Often, there is also a preference for fluent English speakers and older young people with more previous experience. As such, adolescent girls from rural areas, girls who are mothers, or from marginalised groups, even with strong community organising experience but little formal national advocacy experience, are at a disadvantage. We additionally find that within the context of tight timelines, young people who already have a passport are at a natural advantage. There have been examples across the GAA where youth advocates have been refused visas to travel and where UN agencies themselves have expressed unwillingness to carry the risk or endure the lengthy process of bringing a youth delegate to participate in person. A lot of opportunities and dates coming from the formal decision making processes either get announced or cancelled at the last minute. Because the GAA is a lobby and advocacy programme, the opportunities and meetings are dependent on external factors and are hard to plan for beforehand.

### A local-global journey?

Within the GAA, what is observable is a linear trajectory from the local to the global: youth advocates start by being active organisers in their local communities. It is in this domain where they build confidence, grow their critical consciousness around gender and human rights issues and begin to articulate the change they want to see. Over the course of multiple years, we see youth advocates build on this experience and with increasing opportunities and exposure at the national level, they are eventually ready to enter international spaces. This is a lengthy process but one that is deemed necessary so that by the time a girl or young woman reaches this level, she is equipped with the necessary skills, confidence and resilience to engage safely and meaningfully in those global spaces. Overall, both APTs and young people themselves have expressed the need for longer lead-in times to enable country offices to undertake the necessary preparatory work. Lastly, it is important to recognise that for those who are more vulnerable or who are beginning their advocacy journey, more preparations and safeguarding measures are required to ensure safe and meaningful participation.

## COVID-19

With the onset of COVID-19, UN processes shifted to online formats during 2020. The GAA was able to adapt and continued to facilitate youth advocates' engagement and participation across a range of high-level virtual engagements, including the High-Level Political Forum, the launch of the Girls' Platform for Action, the International Day of the Girl, high-level dialogues organised by the UN Girls' Education Initiative and the UN General Assembly.

COVID-19 undoubtedly revealed the digital gender divide and brought particular attention to the inequality in digital access faced by girls and young women, who often have less access to digital devices than their male counterparts. Many virtual events are by default organised in English and without interpretation services, therefore being exclusionary to non-English-speaking youth. Additionally, events are often scheduled around New York or Europe-centric times, with young people having to attend late in their evenings or with some time zones simply being incompatible with the scheduled event. Also because of lockdowns in the countries, chaperones and youth advocates were not able to stay online at offices that remained open because they had to be at home on time.

Conversely, the pandemic also seems to have opened up some spaces. APTs and youth advocates reported being able to access and secure higher levels of UN representation at events and for bilateral meetings. Staff also talked of how online engagements naturally required fewer resources, and that the logistical and safeguarding hurdles were less intensive. Without the cost and other barriers such as passports, many more young people have been able to participate in events and potentially more diverse youth were able to participate. For example, the Plan International Asia Hub shared that for the first time they were able to meaningfully engage young people with disabilities in the Asia regional youth symposium.

### COVID-19: youth advocates' perspectives

Youth advocates expressly acknowledged flexibility and accessibility as major advantages of virtual events. Some of them referred to the ease of networking with diverse high-level policy makers and youth advocates via online platforms compared to physical events. Still, advocates who were unable to travel physically to engage counted this as a loss and clearly expressed their preference for in-person convenings. They also pointed out that virtual advocacy meetings presented limitations in the way that advocacy messages could be communicated to the audience.

**I got a little bit sad that I could not go abroad and enjoy the live experience. On the other hand, I really feel blessed that even though we have COVID-19 and the situation was really bad in my country at that time... I am still doing my advocacy work virtually, that was a blessing for me. I got the opportunity to participate in a dialogue with more powerful persons... because not everyone is available [physically] to come and meet us, but as [the HLPF] was happening virtually, they got themselves free... and got to know our thoughts and shared their feedback as well.**

**GAA youth advocate, Bangladesh**

## Key reflections and conclusions

- The impact of digital advocacy events (both on young people and decision makers) warrants further inquiry. What is clear is that even following the pandemic, it is likely that virtual formats may in some instances become the norm. Virtual advocacy also requires a particular skillset. Investments in building digital advocacy skills and ways to address the gender/age digital divide should be considered as part of wider influencing/youth engagement strategies.
- The GAA provided a wide range of capacity-building and other exposures that equipped girls and young women with the soft skills, knowledge and confidence to enter global and regional spaces. As part of safeguarding, a learning framework that articulates a set of core competencies required prior to travel should be considered and a mixture of off- and online learning is needed to deliver this framework.
- Meaningful engagement with international-level processes does not necessarily need to be synonymous with travelling to the UN or a global gathering to present an intervention. However, this is often the perception of young people, INGOs and UN stakeholders. Feedback suggests that meaningful engagement could entail being equipped with the knowledge and networks to deeply engage in a national-level review process. It is worth reconsidering what is understood by “meaningful” when engaging youth in human rights mechanisms and the range of ways this can be achieved.
- While participation in global advocacy opportunities is valuable for youth advocates, it is critical to complement these global opportunities with follow-up opportunities for high-level engagement nationally or locally. This would support more youth-led impact in grassroots spaces.
- Despite a clear consensus around the need for good follow-up processes and action plans upon a young person’s return from participating in global advocacy opportunities, there is a need to embed these at every level. Liaison offices and country offices would benefit from co-designing an influencing strategy with youth that identifies national- and global-level objectives and articulates their interdependencies or linkages prior to travel.
- At all levels, there is a call for longer lead-in times for international events and opportunities. This will enable the necessary preparations and access for diverse and marginalised voices.





Ayalnesh, 32, with her daughter  
Elamtsehay (8) and son Mesfn (13).



# SUSTAINABILITY AND LOOKING AHEAD

---

**If a fruit is not watered, it can dry up... If maybe there is a way of supporting our community initiatives, because projects and programmes tend to focus on supporting the bigger picture of civil society organisations and tend to neglect the youth movements and community-based organisations. So, if there is a way, as the GAA is closing ... if these efforts can be supported...**

**GAA youth advocate, Uganda**

## **GAA youth advocates – future aspirations**

With the GAA concluding in 2020, both GAA youth advocates and the country APTs were looking at how to sustain both the gains achieved by the youth advocates and the strength of their networks. This learning review has found that among youth advocates a strong appetite and inclination exist to continue in their advocacy journeys beyond the life of GAA. Fully 92 per cent of survey respondents said that they personally identified as being an advocate, and the vast majority (97 per cent) confirmed that they intended to continue in their advocacy.

GAA youth advocates have shared that in some cases, they are already actively engaged with other advocacy and awareness-raising initiatives within their communities. While a small number are part of other INGO-sponsored youth groups (17 per cent), the majority are also part of grassroots youth-led networks and groups (83 per cent).

Some youth advocates (in Bangladesh, Uganda, Sierra Leone) also shared that they have launched their own grassroots initiatives/platforms, which are geared towards sustaining their impact. Notably, these initiatives address broader social issues beyond the focus of the GAA programme, such as the delivery of “psychological first aid” sessions to young people in Sierra Leone and digital inclusion for girls and young women in Bangladesh. This demonstrates the autonomy of GAA youth advocates to set their respective agendas against the backdrop of their different realities, while leveraging the skills gained from the GAA programme.

For most of the APTs surveyed, funding is simply not available for youth groups and networks beyond project-based activities, and the conclusion of the GAA also marks the formal conclusion of GAA-specific youth groups. Youth advocates are therefore naturally looking to how they can resource their initiatives. It is well-documented that young people, particularly girls and young women, are playing a leading role in tackling gender inequality and unequal and unjust systems, and are pushing for transformative change. However, the ecosystem of youth-led organising is under-resourced, often in flux and fragile. This fragility is in large part a consequence of a funding environment that is unpredictable and short-term coupled with a tendency among INGOs towards short-term projects, with little core funding made available.

In recognition of the critical role of young people in achieving social change and gender equality, along with the simultaneous resourcing constraints they face, Plan International’s Powering the Movement strategy together with LEAD, fully commits to partnering with young people to support their collective action on issues that matter to them. As part of this, an organisational-wide shift is under way, from one of setting the direction and ownership of youth groups towards one of equal partnership. This includes identifying and strengthening existing groups, organisations and networks, rather than creating new ones.

The next section therefore deals with how Plan International is best placed to support this collective youth-led action and what types of changes or shifts internally will enable it to be a valued, trusted and relevant partner to these organisations.

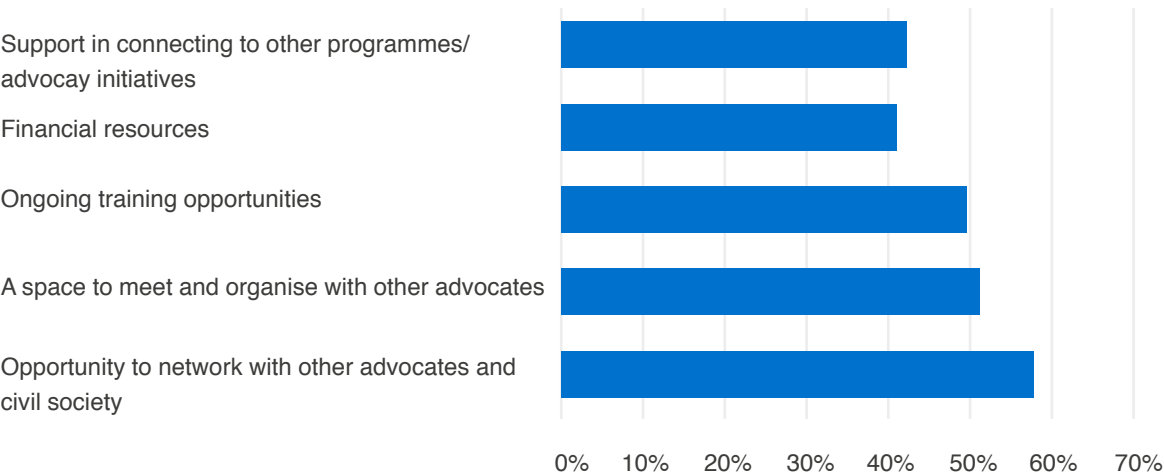
**Plan International’s strength in supporting youth-led groups**

As part of the review process, a select number of youth partners and relevant Plan International staff were asked: what did they believe were Plan International’s value-added and strength in supporting autonomous youth groups? Their responses coalesced around some key areas explored below:

**A physical space to organise**

When asked what advocates need to thrive in their ongoing advocacy post-GAA, 51 per cent prioritised a physical space to meet and organise. The reality is that when project-based activities conclude, the young people involved will often lose access to the basic facilities that sustain them. Access to the internet, a room to take calls or to meet and strategise – these are all basic but vital infrastructure for youth groups that are in an early stage of development. In fact, simply having an address is often a prerequisite for registering as a formal organisation. INGOs can play a powerful enabling role here, simply by making an office space available for a few hours a week, particularly in the evening or at weekends, or by allocating small amounts of budget towards printing and internet services.

Figure 3: Supports noted by young advocates as necessary for future advocacy work



What do you need to thrive in the next steps of your advocacy journey?

**The value of networking**

For GAA youth advocates, networking and strengthened connections were the most valued outcome of their participation (87 per cent). Many youth advocates found that networking enabled them to share and learn different strategies for change, build solidarity and feel supported in their work as advocates. Looking towards their future advocacy, 57 per cent said that the opportunity to network with other advocates and civil society would be most valued. It is well documented that young people face persistent and wide-ranging barriers in accessing decision-making forums. Operating within the wider supportive fabric of civil society can help to strengthen young people’s position, foster collective action between different actors and facilitate knowledge-sharing between adult- and youth-led organisations. Plan International and its



status as an INGO is in a powerful position to reach out to and convene civil society, facilitate connections and make their platforms accessible to their youth partners.

#### Access to decision-making spaces

Plan International has credibility and a high degree of access to different decision makers. It was also noted that Plan International is increasingly an authoritative voice on girls' and young women's lives. In many countries this gap between the child-focused agencies and the women's rights movement presents a particular point of leverage for Plan International within the policy sphere. Plan International's work to bridge this gap is also opening up spaces for girls and young women who are increasingly invited to these spaces. Plan International's "insider" approach to advocacy has facilitated trust and access with decision makers across national and international policy spaces that can be highly valuable to youth partners. However, in the future this approach may need to be reconciled with other more confrontational approaches that may be favoured by youth actors, such as civil disobedience and protest.

#### Capacity-building

Plan International's toolbox is full of resources, tools and frameworks, and coupled with its rich technical skill-base across the organisation, these can be hugely valuable resources to youth-led groups. However, there is also the potential to overwhelm or alienate youth partners if these resources are not adapted and contextualised for youth partners in a way that is: a) appropriate for the level and stage of where the youth partner organisation is specifically at; and b) appropriate to a partner's cultural and political contexts. Working out a specific capacity-building plan with youth partners, with a clear logic of how training and capacity-building opportunities contribute to their organisational goals, helps to ensure relevance and value.

**I need more capacity-building training. I am involved with a semi-autonomous organisation, a digital platform where our vision is building a strong youth community... In South Asia females are considered non-tech-friendly, so we want to change this mindset and we want to give trainings and workshops to females to raise their voices digitally... I would love to have more initiatives like GAA to let me grow and let my fellow advocates be more capable enough to engage with rural and national-level people.**

**GAA youth advocate, Bangladesh**

#### Training beyond project-specific outcomes

Youth partners are made up of young people who are at a stage in their life where they are seeking opportunities to grow, develop and learn. Investing in a youth partner's growth beyond the narrow confines of the programmatic objectives can be a valuable longer-term investment in that partner. How can Plan International serve these groups by providing holistic learning and capacity development opportunities? For example, connecting youth advocates with broader programmes and opportunities across the organisation regarding skills for entrepreneurship.

#### Invest in strengthening of youth-led groups

The project-based nature of funding often means that youth-led groups are not able to invest back into their organisations in a way that will contribute to their longer-term sustainability or growth. One respondent provided an important reminder that as Plan International strives for equal partnership, it is vital to know the stage the youth partner is at: "We are treated as equal partners and we are asked to hand over our strategic plans. But we may still need your help in developing the strategic plan" (key informant interview, Sierra Leone).

Also, it is common that youth-led groups are run by volunteers, thus they are subject to significant turnover and a subsequent loss of organisational knowledge. Investing in the organisation's sustainability, such as mentoring new leaders or supporting succession planning and knowledge management, will help those youth partners to weather such transitions.

#### **CASE STUDY: Partnership with AIESEC**

As part of the GAA, the Plan International Asia Regional Hub partnered with AIESEC, a global youth-led organisation which enables young people to develop their leadership potential through international internships and volunteer opportunities.

Through a three-year Memorandum of Understanding signed in 2016 between Plan International's Asia Regional Office and AIESEC, both organisations established a collaborative relationship around two key areas – advocacy and programmes related to youth employment, youth leadership and the SDGs, and greater knowledge generation and sharing. In 2017, Plan International (represented by John Trew, Global Head of Skills and Opportunities for Youth Employment and Entrepreneurship) became a part of AIESEC's Supervisory Group, providing mentorship and strategic guidance to the organisation's leaders and advising on the organisation's global strategy for youth engagement. The Asia Regional Hub also invested in AIESEC's membership and leadership by delivering capacity-building sessions during conferences/ meetings and co-developing e-learning modules on the SDGs – particularly SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth). This partnership helped to build the capacity of AIESEC membership on GAA-related issues and also led to AIESEC developing its own gender mainstreaming plan.

In 2018, Plan International supported AIESEC in Bangladesh, India and Nepal to develop its South Asia Youth Advocacy Strategy, which guided these AIESEC national entities in conducting advocacy activities around women's economic empowerment. One of these activities – "Project EQUAL" implemented by AIESEC in Bangladesh and supported by the GAA programme – successfully reached 1,143 individuals through awareness-raising activities about gender inequality in the Bangladesh garment industry. More recently, Plan International also served as an implementing partner for AIESEC's 2020 Youth Speak Survey and Global Report – a research project geared towards amplifying youth perspectives on the current and future state of the world, leadership and the future of work. Plan International provided technical support to AIESEC in conducting the global survey (including expertise in developing the research methodology), while leveraging the report to highlight key advocacy messages from the GAA programme.

The partnership between AIESEC and Plan International is a great example of strategic investment in youth-led groups towards strengthening their capacity and sustaining their growth. It presents a best practice case for equal partnership with youth-led organisations in a way that transcends the confines of specific programme objectives and acknowledges the technical limitations of youth-led groups without seeking to override their self-identified priorities.

### The mindset

Those who were interviewed emphasised that working with youth partners takes a particular mindset that puts the partnership itself above other metrics of success. Respondents talked about the importance of coming to the table as “equals” and being open to a two-way learning process.

### Enabling policies and procedures

Working with youth partners may also require us to interrogate the ways that we do things (processes, procedures and so on), which may inherently reinforce power imbalances. We may need to find the flexibility and adjustments that youth partners require in order to thrive. One Plan International staff member explained how, in the case of the Youth Challenge Fund, Plan International staff working in the West and Central Africa region were able to avoid a rule that required receipts for small expenses, because the programme was funded through Plan International’s core funding, rather than a grant that would normally be subject to strict compliance regulations. Finally, a crucial ingredient is appointing staff with a first-hand understanding of youth actors and the inner dynamics of youth-led groups, and with a deep personal commitment to seeing them thrive. These staff members could also help to influence decision-making within Plan International, helping to identify and reform adult-centric, bureaucratic processes.

#### CASE STUDY: Youth Challenge Fund

The Youth Challenge Fund (YCF) is an initiative set up by Plan International as a response to youth demands for an inclusive and competitive regional initiative to enable young people and youth groups to access financial and other resources for collective action. As part of the response to the COVID-19 pandemic in West and Central Africa, the YCF was geared towards strengthening girl- and youth-led groups to ensure that they survive, continue to flourish and adequately respond to their communities in the wake of the crisis. Current beneficiaries of the YCF were selected through a participatory decision-making process coordinated by a selection panel that comprised of youth activists and Plan International staff.

In terms of support, the YCF provides small grants, grantee support and facilitates peer learning for selected young people and youth groups. The selected youth groups also benefit from capacity-building sessions on several topics identified by them, such as financial management for youth-led groups, safeguarding and risk management in project design and implementation, digital campaigning, and feminist/gender transformative approaches. These sessions are delivered by Plan International staff as well as external partners.

In implementing the YCF, Plan International’s finance team has worked with the youth engagement team to design new, quicker, more flexible and more youth-friendly processes to facilitate seamless transfer of funds and financial reporting. For instance, youth beneficiaries are not required to submit receipts for transactions under \$50. Where transactions are above \$50, receipts can be submitted as photos and hard copies are not required.

The YCF is a stellar example of re-thinking and re-designing internal processes and procedures in order to redistribute power and work with youth groups in less traditional ways. The initiative provides a best practice case for ensuring that there is minimum bureaucracy and utmost flexibility in supporting the critical work that young people and youth groups do across their communities.

### Adaptive programming

One lesson from the GAA is that adaptive programming is a highly relevant and valued way of working with youth. A willingness to revisit plans, to critically reflect on their theory of change and to adjust along the way is important. This is partly because youth partners' idea of success may well evolve across the life of the programme, as they understand more about the issue they are working on, the environment that they are operating in and their role within it. Adaptive programming allows for this inevitable learning journey that a youth partner will embark on.





Woyzer, 14, is a member of the Girls Advocacy Alliance.



# OVERALL RECOMMENDATIONS

---

1. **Partner with autonomous girl- and youth-led groups and organisations.** To ensure sustainability beyond the life of a development programme, identify and partner with existing, autonomous groups – rather than creating new “GAA” or “Plan International” groups. When working with girls and young women directly affected by the issues at hand but who are new to organising or collective action, help them to connect with existing groups.
2. **Link local to global.** Encourage joint planning between country offices, youth partners and liaison offices to identify and link activities and influencing strategies.
3. **Make programming adaptive.** Build in explicit windows to reflect with youth partners on the theory of change and adjust as youth partners’ knowledge and understanding of issues evolve.
4. **Youth advocacy – yes! But why?** Articulate clearly young people’s role in the theory of change and ensure that everyone understands the change envisaged through their participation. Failure to do this risks young people being used to serve the broader goals of the project or being treated as token leaders.
5. **Advocate to open up civic space to young people.** Work more explicitly to influence and create an enabling environment for young people. Change the minds of adult-centric bureaucrats and reform the culture of institutions and spaces that propagate the tokenism that remains a barrier to them. The GAA has demonstrated that youth advocates can be powerful actors, capable of creating real policy and social change – but too often they are restricted by whether adults are willing to “lend” them space.
6. **Co-design a shared approach and M&E framework with youth partners.** Clear models and promising practices emerged from the wide range of activities that youth advocates engaged in under the GAA. Yet the lack of a coherent approach and supporting monitoring framework makes it difficult to document change or real impact.
7. **Provide flexible funding directly to youth partners.** Enable them to invest in their own organisational development and future sustainability.
8. **Put aside non-earmarked budget.** Contribute to sustaining the ecosystem of youth networks and groups, for example, by hosting a monthly meeting. Think creatively about non-financial offers such as offering office space, internet access, mentoring or connecting youth to learning opportunities across Plan International, to enable groups to continue after the project has concluded.
9. **Invest in the organisational development of youth partners.** Include leadership training, succession planning and investing in systems and processes that will contribute to the partners’ longer-term resilience and sustainability.
10. **Make policies and processes youth-friendly.** Critically assess and reform processes that create unnecessary obstacles to youth partners.
11. **Hire the right people.** Choose staff members who come from the youth movement – this can be helpful for critically assessing processes internally and making recommendations.
12. **Build digital advocacy skills, while remembering the limitations of digital.** Invest both in building these skills and in strategies for addressing the gender/age digital divide – make these part of wider influencing/youth engagement strategies. Study the impact of digital advocacy events (both on young people and decision makers). Even after the pandemic, it is likely that virtual formats may in some instances become the norm.
13. **Support continuous learning.** Recognise the skillset that girls and young women need to enter global and regional spaces and to be effective advocates in those spaces. As part of safeguarding, consider a learning framework that articulates a set of core competencies (soft skills, technical, other) and provide a mixture of off- and online learning to deliver this.

- 
- I Alliance Programme Teams are the in-country teams consisting of programme staff from each Alliance partner. They are responsible for the implementation of the programme aims and objectives at the national level.
  - II Plan International (2018) “LEAD Area of Global Distinctiveness: Girls, Boys and Youth as Active Drivers of Change.”
  - III CIVICUS (2020) State of Civil Society Report – Part 2, Collective Action Triggered By Economic Injustice: [https://www.civicus.org/documents/reports-and-publications/SOCS/2020/SOCS2020\\_Protest\\_en.pdf](https://www.civicus.org/documents/reports-and-publications/SOCS/2020/SOCS2020_Protest_en.pdf)
  - IV FRIDA the Young Feminist fund and AWID (2016) “Brave, Creative and Resilient: the Global State of Young Feminist Organizing”: <https://www.awid.org/publications/brave-creative-and-resilient-state-young-feminist-organizing>
  - V CIVICUS with Recrea (2020) Resourcing Youth-Led Groups And Movements: Landscape And Trends Analysis: [https://www.civicus.org/documents/reports-and-publications/Youth\\_Resourcing\\_Consultation\\_Report\\_2019.pdf](https://www.civicus.org/documents/reports-and-publications/Youth_Resourcing_Consultation_Report_2019.pdf)
  - VI Plan International (2018) “Powering the Movement, a strategic framework for realising gender equality and girls’ rights through girl- and youth-led collective action.”
  - VII AIESEC stands for Association Internationale des Étudiants en Sciences Économiques et Commerciales.