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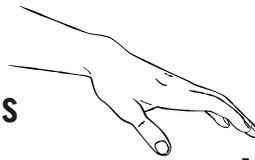
**FINAL EVALUATION
COORDINATION OF THE IT'S MY
BODY! PROGRAMME AND IMPACT
ON AMNESTY INTERNATIONAL**

Amnesty International is a global movement of more than 10 million people who take injustice personally. We are campaigning for a world where human rights are enjoyed by all.

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We believe that acting in solidarity and compassion with people everywhere can change our societies for the better.



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LEARNING FROM WORKING WITH PARTNER ORGANIZATIONS

The It's My Body! programme envisaged work with local partner organizations to expand its reach and strengthen local capacities and to address issues related to sexual and reproductive rights. The nature of this collaboration was different in each country because of the three sections' previous experience and their capacity to identify effective alliances and the availability of resources to support them, as well as by the different experiences and ways of working and identities of local partners. The cooperation involved a process of mutual learning in which Amnesty International had to adapt to the work dynamics of other organizations and to establish a horizontal dialogue that would enable communication and effective work.

THREE COUNTRIES, THREE DIFFERENT EXPERIENCES

In **Argentina**, cooperation with the partner with which the work started in 2016 was not that what was hoped for and both parties decided not to carry on. The section took some time to identify the two new partner organizations, ANDHES in Tucumán and Activando Derechos in Córdoba, which went on to work on the project right to the end.

Both are relatively small new organizations that work with communities in situations of extreme vulnerability and with very specific characteristics. This cooperation allowed Amnesty International Argentina to reach a target group to which it did not previously have access. At the same time, this required rethinking the relationship with these organizations, flexibility to create better workspaces, investment in increasing their capacities to work on the issue of sexual and reproductive rights and adapting to the context of the communities in which these organizations carry out their grassroots work. As a result of the It's My Body! project, the organizations have experienced significant growth, and work with young people is now a cross-cutting aspect of everything they do. The parties evaluated the cooperation as very effective and enabling a great deal of learning.

"WE EXPERIENCED A SORT OF MUTUAL BOND, AN EXCHANGE AT ALL LEVELS A RELATIONSHIP OF BACK AND FORTH."

Staff member of a local partner in Peru

"THERE WAS ALWAYS SUPPORT AND AN AWARENESS AND UNDERSTANDING THAT HAS BEEN MAINTAINED THROUGHOUT THESE YEARS [...] IT TOOK US BOTH A CERTAIN AMOUNT OF TIME TO UNDERSTAND HOW WE EACH WORKED AND HOW WE OPERATED, BUT I THINK THAT IN THE END WE GOT THERE, WE MANAGED TO UNDERSTAND EACH OTHER, WE HAD A SORT OF EMPATHY, AN UNDERSTANDING."

Staff member of a local partner in Argentina

 *Activists and staff at the regional kick-off workshop in Lima, Peru 2016.*

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Chile is the country with the most partner organizations. Amnesty International had initially started on the project with a local partner that was going to allow the project access to their networks of young people in various regions of the country. When it became apparent that these networks were not active and that the regional headquarters of the organization did not have the interest that was needed to participate in the project, it was decided to end the collaboration.

This meant hard work building new alliances practically from scratch, contacting schools, universities, local government and youth organizations. Starting in the second year, Amnesty International Chile worked with organizations such as the Fundación Nacional Para la Superación de la Pobreza (National Foundation for Overcoming Poverty, FUSUPO) and with universities and municipalities. The work with universities was very collaborative and in some cases it was possible to modify their curriculum and incorporate inclusive language. Additional financial resources were also accessible for some project activities from this collaboration.

The section did not have much experience of identifying and establishing working relationships with local grassroots organizations. Also, the relationship with schools and regional institutions was difficult because in Chile there is a strong degree of centralization, as well as a concentration of social interventions in the main capitals. Amnesty International and local grassroots organizations therefore had to look for common themes and work on them carefully and with a lot of flexibility, especially sexual and reproductive rights and comprehensive sexuality education. Nevertheless, despite the obstacles, the networks strengthened as a result of this work are very diverse and have the potential to promote comprehensive sexuality education, even after the programme ends.

 Promotional activity, Chile, 2017.
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"WORKING WITH PARTNERS WAS FUNDAMENTAL TO BE ABLE TO START WORKING AT THE REGIONAL LEVEL. THE RELATIONSHIP WITH PARTNERS WAS AN INITIATIVE THAT GREW. A NATIONAL PARTNER NO LONGER EXISTED AND THAT MEANT WE NEED TO LOOK FOR AND INCREASE THE NUMBER OF PARTNERS ELSEWHERE."

*Amnesty International
Chile staff member*

"YOU ARE WHERE YOU WALK. BEING IN THE METROPOLITAN AREA. THINKING ABOUT THINGS FROM THERE. IT'S EASY TO END UP WITH OTHER STRUCTURES AND SLIGHTLY IMPOSING THINGS. EXPECTING THEM TO GIVE THE SAME ANSWERS AS YOU [...] WE LEARNED NOT TO IMPOSE THINGS AND TO BE THERE. TO RESPOND FLEXIBLY TO WHAT HAPPENS IN EACH PLACE."

*Amnesty International Chile
staff member*



In **Peru**, working with the partner MANTHOC was very different from the experience in other countries. Through this partner, the project worked with a community that is marginalized and normally unwilling to deal with issues related to sexual and reproductive rights. The cooperation with MANTHOC had the advantage of providing access to the youth network of this movement. However, a lot of time was needed to establish the basis for work on sexual and reproductive rights in the movement. MANTHOC is an organization of rights holders, and for Amnesty International Peru it was important to take time to get to know the organization, convey the idea of the project, with the necessary resources, and recognize the added value of their experience to address cultural diversity and different regional problems in the country.

📍 Training workshop Lima, Peru.
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Although at first Amnesty International Peru struggled to open up to collaborating with other organizations because of limited capacity in the section, today the added value of of this work is fully appreciated, as is the constant mutual learning. Cooperation with MANTHOC is continuing through a project funded by Operation Day's Work Denmark. The experience gained through the cooperation with MANTHOC has also served to boost collaboration with youth organizations like Fridays For Future and with religious groups such as Fe y Alegría.

"IN 2019, FROM THE BEGINNING OF THE YEAR, [MANTHOC] WOULD TELL ME YOU HAVE TO TALK ABOUT ABORTION. BECAUSE THEY HAD SEEN OTHER YOUNG PEOPLE AND THEY THOUGHT THEY WERE HOLDING BACK AND THEY HAD TO ADDRESS THIS."

*Amnesty International Peru
staff member*

Example of the programme's impact on the partner organization's way of working

MANTHOC is one of the partner organizations that managed to expand the issues it addresses and the way it works as a result of the collaboration with the It's My Body! programme. As a movement based on Christian values, MANTHOC members have traditionally held a conservative position on sexual and reproductive rights, and particularly on abortion.

Being part of the It's My Body! programme put the issue of sexual and reproductive rights on the MANTHOC agenda for the first time. The movement has opened up an internal discussion on abortion, sexual orientation and gender identity and has embraced the use of inclusive language. Within the movement, the adult collaborators were the most resistant to this process of change and it was the youth members of MANTHOC who pushed for a more open attitude on this issue.

Today, MANTHOC has integrated the issue of sexual and reproductive rights and a human rights perspective into everything it does. In particular, it has opened up to the rights of the LGBTIQ+ people. They have accepted young people with different sexual identities as delegates and have learned how to have a dialogue with the families of young LGBTIQ+ people. As a result, several of the young people in MANTHOC have decided to express their sexual identity openly.

RESULTS AND IMPACT

- The It's My Body! programme would not have been possible without the cooperation of local partner organizations, both on account of their skills and knowledge and their access to groups of young people who were important for the implementation of the programme. Irrespective of the organizations' diversity, what they have in common is the idea that both Amnesty International and the associated organizations are only facilitating the space for the youth and it is important that they come together properly so that the young people in the programme can make the space their own.
- The work carried out with partner organizations has made an important contribution to the sustainability of the It's My Body! programme, through:
 - The capacity of partner organizations to work on sexual and reproductive rights.
 - The capacities and empowerment of the young people who belong to the partner organizations in different contexts (regional diversity, social class and situations of vulnerability).
 - Changes in the policies of the partner organizations.
 - The infrastructure of the partner organizations through which participants in the programme can continue their activism for sexual and reproductive rights.
- Cooperation with its partners has enabled Amnesty International to acquire new capacities for its work with young people and to reflect on how to overcome an adult-centred approach in this work. These capacities and reflections have inspired and influenced Amnesty International's youth strategy.
- Amnesty International has had access to target groups living in diverse socio-economic situations and has been able to extend its work to groups and communities that are not necessarily in line with its work in all respects. These alliances have allowed mutual growth in terms of reaching out to new audiences, intercultural understanding, ways and methodologies of work, and new approaches, content and tools.

RECOMMENDATIONS AND LESSONS LEARNED

- The success of cooperation with a partner organization does not necessarily depend on the size of the organization, there are a variety of partners that can be relevant for our programmes. In selecting a partner organization, it is important to assess their ability to carry out the joint work and whether there is a real interest in carrying out the programme throughout for the whole duration. We can look for partners who have experiences and knowledge that complement or strengthen those that Amnesty has, or have access to target groups which Amnesty does not have.
- Whenever possible, partner organizations should be identified well before the start of the programme, this facilitates their participation in the planning of the programme and enables them to negotiate their priorities.
- It is important to allocate time at the beginning of implementation to establish what form the mutual work will take. Likewise, it is key to lay good foundations to consolidate the work and identify contacts and joint areas of work.
- One of the joint learnings drawn from working with grassroots partner organizations that had not included discussion of sexual and reproductive rights before the programme, was the need to alter expectations and ways of working. Taking the issue on board requires time, flexibility and mutual understanding. Nonetheless, it is worth it, as in this way it is possible to reach new and important target groups.

COLLABORATION AND INTERNAL COORDINATION AND IMPACT ON THE WORK OF AMNESTY

Through the It's My Body! programme, Amnesty International has experienced growth in a broad sense, in understanding the importance of working with young people, absorbing the complexity of the issue of sexual and reproductive rights and, above all, in seeing how Amnesty International can have a sustained impact on people's lives through active participation and youth leadership in human rights education and activism. The It's My Body! programme – with its potential to change the way the sections work – resulted in the creation of an impressive and unique body of work to advance sexual and reproductive rights in the region in the long term. The programme has had a significant impact on the position and perceived importance of human rights education, sexual and reproductive rights, youth leadership work and the value of collaboration and close links between different Amnesty International entities within the global Amnesty International movement.

The programme was unusual in that it combined strategies of human rights education, activism, campaigning and advocacy. Amnesty International took on the challenge of carrying out complex training and advocacy actions and following up on this work. The programme also showed the enormous advantages of the human rights education strategy in reaching spaces where Amnesty International did not have a presence.

The programme created shared experiences between the teams in the sections, the regional office and the Global Human Rights Education Team, fostering a feeling that they were working within the framework of shared objectives and that Amnesty International's work was linked at different levels, which gave it an identity and promoted internal collaborative networks. It's My Body! managed to present and highlight the idea of one Amnesty International as a region and in the global arena of human rights education.

It's My Body! has been a complex programme that involved cooperation between Amnesty International entities at the national, regional and global levels, as well as cooperation with the donor, local partners, the programme's target groups and youth networks. Managing change and being flexible were essential. Within the framework of a regional programme, with a common vision and characteristics and objectives, each country had different ways of approaching the national focuses.



👁️ *March for comprehensive sexuality education, Argentina.*

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"THIS PROJECT BROUGHT ABOUT A QUANTITATIVE STEP FORWARD WITH THE SECTION AND YOUNG PEOPLE. IT PROPOSED OTHER AREAS OF WORK SUCH AS CAMPAIGNS AND POLITICAL ADVOCACY, AND IT SEEMS TO ME THAT IT BROUGHT ABOUT A RADICAL CHANGE IN OUR WORK."

Amnesty International Argentina staff member

Some expectations on which the project initially fell short led to moments of tension between the coordinations. This was the case around certain needs and shortcomings in transnational coordination, in monitoring and evaluation, communication and visibility of the programme, and the creation of a sense of teamwork and closer links between staff in the different offices. A significant improvement was observed when more resources were allocated to implementation as an effective and timely response to the demands and needs of the coordinations. Overall, however, there was a strong sense of collegiality and an appreciable team spirit.

It is important that future regional projects take into consideration the lessons learned through It's My Body! in order to propose coordination structures at the national and transnational level appropriate to the different implementation needs on the ground. The next step should be to integrate the experience of the It's My Body! programme by structurally incorporating good practices and lessons learned in the planning of future programmes and actions.

An interesting observation by the evaluation team is that the experiences of the participants and the coordinations regarding the organization of the programme vary greatly. It has been noted in the different exchange spaces that the reflections of young people in the programme have been very positive and full of praise. On the contrary, the coordinations at all levels of the programme have expressed a high degree of self-criticism.

COORDINATION AT THE NATIONAL LEVEL

It's My Body! **served to strengthen different areas of work in the sections**, not only sexual and reproductive rights, but also human rights education work in general and, above all, work with young people. As a result of the programme, it has been possible to integrate the work of human rights education in specific areas in the participating sections even more; two of the three sections (Argentina and Peru) now have staff and areas of work specifically on human rights education.

The issue of sexual and reproductive rights was and is a priority for all three sections, so the programme represented a way to strengthen this work. As with any other new programme of this size, **taking on the programme** has required a great deal of effort from the sections and in certain cases it has been a challenge to incorporate some new aspects and ways of working. For all the Amnesty International entities that participated in the programme, working with such young people was a new experience and posed a significant challenge.

There were also specific unforeseen challenges in preparing young people to carry out peer education and establish youth networks at both the national and regional levels. Moreover, integrating an externally funded programme of this size into relatively small teams has naturally had a major impact on work. At times the balance between integrating the programme into the work of the section and giving sufficient autonomy to a programme with resources devoted exclusively to its activities represented a challenge.

"THE GREATEST IMPACT WAS TO MOVE FROM AN AGENDA OF SUPPORT TO CONSOLIDATING AN AREA OF WORK FULLY DEDICATED TO PROMOTE SEXUAL AND REPRODUCTIVE HEALTH, WHICH TODAY HAS BECOME A POINT OF REFERENCE THROUGHOUT AMNESTY."

Amnesty International Argentina staff member

 *Training workshop with young people in Peru.*
© Amnesty International



It's My Body! was a very ambitious programme from the planning stage. National coordinations were established in each country with, according to their statements, unrealistic expectations regarding the challenges posed by the implementation of the programme.

As a consequence, the programme has been very demanding on these teams. Although supported by section structures, such as the administration, campaigns and communications units, the tasks were challenging and the workload was excessive. In addition to the national coordination of the project, the same people were also responsible for the wider human rights education work of their sections. This is generally a challenge in any type of externally financed project and also linked to the importance to the sections to integrate human rights education appropriately as a central focus for the future. The **work pressure** unfortunately reflects a practice that seems institutionalized in many Amnesty International teams and has highlighted the need to implement changes, as well as the need to invest in the mental health of both Amnesty staff and activists.

The sections have put a great deal of effort into complying with the **administrative requirements of the programme** and preparing the required reports. They have been efficient and flexible and adapted very well to the changes that had to be made in the course of the implementation of the programme. The process of accountability and the administrative management of the programme however was considered to be very demanding. At the same time there is a recognition that the programme donor has been very flexible during the implementation and that the management of resources from external sources necessarily involves additional administrative requirements.

In the interviews carried out, it was highlighted that the national coordination of the project in **Argentina** always had the support of the Amnesty International section at all levels and that the section was able to respond to requests for support for the administrative and accountability processes. The section had a natural articulation with the area of communication and the integration of digital and social media to promote the work of the project.

The project has promoted young people's political participation in the context of the strategic priorities of the section, such as support for the campaign for the decriminalization of abortion, where Amnesty International's voice was amplified thanks to the participation of young people. The perspective of young people now cuts across everything the section does: in its image, its presence on social media and the campaigns it promotes. A legacy of the It's My Body! Programme is the section's establishment of a youth and activism area of work to promote the participation of young people and they have been able to integrate a very active group of young people into the section. Amnesty International Argentina has been able to raise funds for its continuing work on gender ideology, something that would not have been possible without its previous experience of working with the It's My Body! programme.

In **Chile**, one of the greatest difficulties faced by the project was the lack of a local grassroots organization to support the implementation of the project on the ground from the beginning. This meant a considerable increase in work for the national coordination. The

 *Public mobilisation in Chile, 2017.*
© Amnesty International



project operated relatively independently within the section, however, working with its communications team was key. Despite the support of management and the operations and finance units, the national coordination had to expend a lot of effort on administrative and accountability processes and there were certain internal difficulties in defining roles and responsibilities.

The project supported the creation of activism and youth department in the section, however, this functioned independently from the project. On the other hand, the Chilean section has incorporated the dynamics of working with and for young people into other programmes such as Diversxs, a project on the human rights of LGBTIQ+ people.

In **Peru**, the national coordination of the project and the wider Amnesty International team have always worked closely together, especially in the first year of implementation. The section always supported the project's budget management and accountability processes, since the management and logistics of It's My Body! were a daily task. There was a lot of close collaboration with the mobilization team and with the campaign and communication teams. On the other hand, there was recognition that the project was not given enough visibility nor was sufficient advantage taken of the opportunity to generate material that reflected the work of It's My Body! and that would bolster the section, including its fundraising and membership.

Amnesty International Peru's priorities today are strongly aligned with sexual and reproductive rights, comprehensive sexuality education and with the participation of young people as a cross-cutting aspect of what the section undertakes.

© Coordination team of Amnesty International, MANTHOC and ANDHES at a transnational meeting, 2019.

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SUPPORT FROM THE GLOBAL AND REGIONAL HUMAN RIGHTS EDUCATION TEAM

Implementation of It's My Body! began almost in parallel with the establishment of the regional office of Amnesty International Americas. The first stages of planning coordination occurred directly between the sections, the Global Human Rights Education Team, the fundraising team of the International Secretariat and the regional office. The national coordinations of the programme in the three countries highlighted the fact that there was always a lot of communication, both with the Global Human Rights Education Team and with the regional office.

The Amnesty International Americas **regional office** did not have an established and identified role in the programme, which created some confusion with some national coordinations, especially in the first years of implementation. Despite not having formal responsibility for carrying out the programme or allocated budget, the regional office sought to understand how to contribute to the programme from the moment it was established. There is recognition that defining and delineating its role in the programme and allocating sufficient time while managing a broad portfolio of regional programmes and processes has been an ongoing challenge. Contribution to the programme grew with the establishment of the position of Regional Coordinator for Human Rights Education, however, keeping abreast of all the advances at the national level and the agile pace of the national coordinations that had a much larger mandate has been a general challenge. At the same time, the programme and ongoing collaboration have been fundamental in building and strengthening human rights education work in the Americas region, an impact that far exceeds the scope and duration of the programme. Collaboration with the regional office made significant progress, such as facilitating and organizing regional meetings, supporting the idea of young people as rights holders, giving them a leading role, and understanding how to address and resolve an adult-centred perspective.

The **Global Human Rights Education Team** fulfilled the dual function of responding to the demands of the sections and following up on the processes of accountability to the organization that financed the programme, Operation Day's Work. The relationship with the sections was always very close and the global team was keen to solve the problems they had in the right way. Administrative support from the global team was critical, not only for accountability but also for adjusting plans. The It's My Body! programme had to be rethought at various stages, taking into account the needs and context of each section. This process was carried out with great flexibility and care, listening to the sections.

Several face-to-face meetings were held between the regional and global team and national coordinations, however, with the exception of one meeting, youth representatives of the programme were always present in these spaces. It was recognized that it would have been useful to have had more **face-to-face spaces reserved for the staff involved in the programme** for team building, annual planning and sharing experiences.



© Students participating in a training workshop, Argentina 2019.

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COORDINATION OF THE TRANSNATIONAL PROJECT

In the transnational project, a very diverse group of young people managed to find a common cause and carry out joint work, building learning that facilitated their mutual recognition of diverse realities. At the same time, coordinations had to dedicate a lot of time and effort to finding ways of working with very different realities when it comes to class and contexts.

The transnational project in It's My Body! was planned to create a space for cooperation between young people from the three national projects and **to establish a regional identity for the programme**. It started in the second year of implementation, and was planned in less detail than the national projects in order to be able to include the young people in the programme in the planning of the actions. Implementation of the transnational project was the joint responsibility of the three national projects, with the support of the global team. However, coordination between the countries in realizing this project did not occur naturally or automatically. There was no specific coordination strategy that could identify the challenges of common implementation, improve accountability mechanisms and follow up on the work with young people.

Although transnational collaboration was difficult and not very structured at the beginning, significant results were achieved such as the organization of transnational meetings, transnational actions and the establishment of the International Committee of Young Activists (Comité Internacional de Jóvenes Activistas, CIJA), on the initiative of the young people themselves. The most important change within the project was to have a **part-time person in the regional office dedicated to transnational coordination** and the establishment and support of CIJA during the last two years of implementation. A learning for future transnational projects is that this role is necessary from the beginning of a project. This change greatly helped structure the work and, as a result, provided crucial support in setting up real coordination between the three countries within the framework of the transnational project. With this role, more participatory, structured and safe spaces were created for young people, a fact that has been recognized by the young people themselves and by staff at the national, regional and global levels.

Even with the hiring of a part-time person for transnational coordination, successful implementation of certain regional elements remained a challenge, as the involvement of national coordinations was essential, but they had little time to immerse themselves in essential regional processes. For example, it was difficult to have fluid communication due to the lack of direct relationships with the young people, and the distance between the regional entity and the young people, since they did not know each other personally, made it difficult to integrate and activate national networks.

Young people's representation is something that must be addressed with great care and fairness, since transnational and international spaces represent development opportunities for them. The way in which the people who filled these spaces were chosen was not always conceived as democratic or equitable by the young people who participated in the project.



👁️ Activists during the International Women's Day march in Chile.

© Amnesty International

"IN CIJA, VERY GOOD COMMUNICATION WAS ESTABLISHED. MORE ON A PERSONAL LEVEL: WE WERE ALSO BECOMING MORE INTERESTED IN WHAT IS HAPPENING IN OTHER COUNTRIES."

Youth activist and member of CIJA

"CIJA WAS A WAY OF BEING ACTIVISTS WITHOUT BEING PART OF AMNESTY, OF HAVING A CERTAIN AUTONOMY, OF HAVING OWNERSHIP OF THE PROJECT."

Youth activist and member of CIJA

COORDINATION OF MONITORING

The **construction of monitoring and evaluation instruments** was a complex process and had to be adjusted at various times during the programme. For some of the people interviewed, this is seen as one of the greatest difficulties experienced in It's My Body!

Some of the difficulties were due to the way in which the projects were implemented in the three countries: **the projects took a different course in each country**, with emphases on different areas of work. The projects also worked with different target groups and methodologies, based on the needs of the young people and the particular situation in each country or region. This made it difficult to arrive at a unified definition of the measurement units in the results framework and led to difficulties in reporting the aggregated results for the three national projects as had been planned. In addition, there were weaknesses in the planning of the monitoring, such as the lack of a global plan to collect the base line data for the indicators in the results framework in each of the countries and a delay in the development of measurement instruments.

Unfortunately, the **participation of young people in leading the planning and carrying out of the monitoring** has been limited. Different ideas about the levels of involvement required, heavy workloads and conflicting schedules contributed to the complexity of participatory monitoring. This is a point that should have been better planned from the beginning in order to create a space that could have facilitated their participation. For the future, it is recommended that efforts be made to make the monitoring processes more attractive and dynamic, and to dedicate more resources at the local level to address their needs in order to ensure more young people participate. In addition, the low level of participation when monitoring is done through a questionnaire should be taken into account.

Similarly, efforts should be made to try and ensure transnational and national monitoring do not coincide, since on some occasions the two processes were very similar and were done almost simultaneously, which overwhelmed the participants and resulted in fewer responses being obtained. On the other hand, we recognize that the context of the pandemic did not help either, since the participants did not always have the necessary energy or enthusiasm.



👁️ Timeline created during a workshop in Peru, 2017.

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 Kick-off workshop,
Peru 2016.
© Amnesty International

RESULTS AND IMPACT

- The sections have achieved a **greater countrywide presence**. Before starting the programme, Amnesty International Chile only had a presence in Santiago and the programme allowed it to establish its work in around five other regions. Thanks to the programme, in Argentina and Peru the sections also managed to reach regions of their countries where they had not worked before and even vulnerable areas of their capitals.
- Amnesty International has seen a notable **strengthening of its work on sexual and reproductive rights**. The sections have established themselves as referent organizations on this issue in their countries and, in the case of Argentina, also in the Amnesty International movement. The programme has contributed to generating conversations on topics related to sexual and reproductive rights, such as the use of inclusive language, racism, discrimination and issues of interest to young people within the movement, such as environmental protection.
- There has been a major **impact on youth work** in the sections. In Peru, Amnesty International has gained significant experience in working with youth. It has increased its work in schools and with youth activism and started a discussion on youth participation in section governance. In Chile, it has led to significant growth in its work with youth activism and has promoted the incorporation of young people in its leadership spaces. In Argentina, the programme has changed the way the section works; it now has a much greater presence in social media, young people play a prominent role in its work, and a young person from the programme is now a representative on the section board. When entering an intense and long-term programme, the organization should be ready and open to accepting changes at the structural and internal levels.
- Amnesty International has **strengthened its work on human rights education and participatory methodologies**, and the three sections are now recognized regionally in Amnesty International for the work they do in this area and globally within the Amnesty International human rights education network as experts in working with young people on sexual and reproductive rights issues.
- In Argentina, Amnesty International has seen **membership growth** as a result of the programme. In Peru, several MANTHOC members have already joined Amnesty International. In Chile, the programme has led to growth in youth activism in the section and to the incorporation of young people in its governance and as staff, though not necessarily to a growth in the membership base.
- It's My Body! has had an impact on Amnesty International and has led it to **strengthen and expand its policies and practices for working with young people and minors**. The experiences of working with minors have influenced Amnesty International's openness to working with children, while the direct experiences of the programme participants have been key in the development of materials on self-care and child protection policies.



RECOMMENDATIONS AND LESSONS LEARNED

Youth leadership:

- Establish **formal spaces where young people can participate in decision-making** in the programme at all levels, with election and representation systems that promote young people being able to take on different roles, as well as opportunities for learning and leadership. This recommendation is also reflected in the report analysing consultation on Amnesty International's next global youth strategy.
- Within Amnesty International, young people (mainly minors) encounter **obstacles in being part of the membership** as well as in participating in a broad and equitable way within and beyond the It's My Body! programme. This is something for reflection and review within the movement in order to help find better ways in which sections can attract and retain young people in their activities and promote greater youth participation.
- At the organizational level, there is a need to show **flexibility in the ways in which young people organize themselves** and to have a good understanding of the organization's internal possibilities and limitations in responding to unplanned needs. Investing in youth leadership includes intense work outside of work hours to adapt to school schedules, which requires a lot of flexibility from national coordinations. It also involves messages and campaigns that possibly go beyond Amnesty International's usual language, requiring ongoing assessment and a parallel policy and system for participants to endorse and publish their own campaigns outside the Amnesty International context.

👁️ Creation of mural during the CELS Festival, Argentina 2019.

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"AGE SHOULD NOT BE A BARRIER TO THE ACTIVE PARTICIPATION OF YOUNG PEOPLE IN AMNESTY INTERNATIONAL. YOUNG PEOPLE, ESPECIALLY THOSE UNDER 18 YEARS OF AGE, MUST BE TAKEN INTO ACCOUNT AND INCLUDED IN GOVERNANCE AND DECISION-MAKING PROCESSES."

Youth activist,
Chile

Human resources and planning:

- Make sure that programmes carried out with external funding are given the necessary **priority in sections** and in other entities involved in order to ensure internal synergies.
- Keep in mind that, in a regional programme, integrated work between sections and the International Secretariat can increase the potential for impact. The programme should have a clear structure regarding the **supporting roles of global and regional teams**. Ideally, the coordination of a programme implemented in a region, as was the case in the Americas with It's My Body!, should have a regional coordination that is as integrated as possible at the local level, to stimulate empowerment and ownership at the corresponding and relevant levels as much as possible. However, for externally funded programmes, possible donor requirements also need to be taken into account.
- Be aware of the **impact on the work of the section in general** of a programme of this size, even for roles that are not directly covered by the budget. To facilitate internal coordination, responsibility matrices should be established covering all levels of the section, defining who participates and when so that staff from all the different relevant areas are involved.
- Be realistic in planning the **human resources** that will be required to carry out the activities of the programme, recognizing all primary and secondary tasks. If necessary and possible, adjust the expectations regarding the results that it are possible to achieve to avoid overburdening programme staff.
- Leave enough time and space for programme staff to carry out **planning and preparation activities in the first months** of implementation, support the mid-term and final evaluation processes, and close down the programme in the last months of implementation, especially in a programme as long as this one and for new or experimental work.

Exchange, communication and systems:

- Have plans and resources available to generate evidence and communications material that can **create visibility** of the programme both externally and within Amnesty. Recognize that effective communication must be continuous and that it requires its own resources, it cannot be delegated to the main coordination.
- Establish a digital space as a **common repository** for sharing documents and materials produced and facilitating the exchange of experiences between national projects throughout the programme.
- Establish interactive spaces for **exchange and planning** between the different parts of the programme's staff, both online and in person. The spaces must include training on topics such as youth participation, human rights education practices and monitoring, depending on the theme of the programme.
- It is important to have a **collective protocol on the protection and safeguarding of minors** for the programme, if possible in line with the existing International Secretariat protocol, to complement the existing protocols in the sections. The existence of the protocol must be accompanied by training on the subject of the protection of minors.
- Amnesty International is in the process of strengthening its **work with minors** and is renewing its youth strategy, including work with children. Ideally the development of procedures and specific protocols should continue to be taken forward and resources should be made available, both human and financial, to provide guidance, follow-up and support, in cases of burn out, conflict, mistreatment and violence experienced by activists from different contexts.
- For **programmes financed through a national section**, such as Amnesty Norway, as was the case with this programme, different possibilities for collaboration with that section, beyond the fundraising campaign, should be considered. One could envisage a communications strategy about the programme, or some form of involvement of activists in the programme, for example an exchange of information in person between young people from the different countries.



👁️ Regional action planning during the transnational meeting in Argentina, 2019.

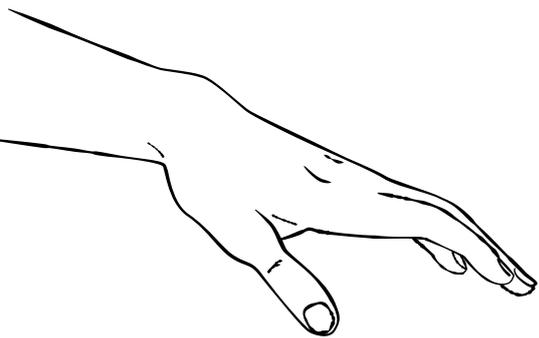
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Transnational work:

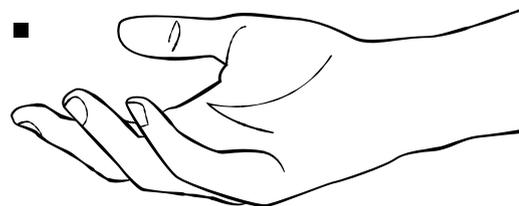
- Consider alternative ways to **ensure synergy between national projects**. This could include, for example, youth exchange or study trips to learn how the programme is being implemented in other countries with a focus on mutual learning and creating solidarity among young people.
- Improve communication from the national project and from the outset about different future opportunities, such as **creating a democratic structure for the selection of youth representatives** to take advantage of opportunities.

Monitoring and evaluation:

- Consider undertaking data collection for the results framework at the national level, while **data analysis** is carried out at the regional or global level. If possible, strengthen programme staff with a staff member or consultant who can do this analysis.
- For the evaluation of the human rights education elements, we recommend the use of the Kirkpatrick methodology combined with **qualitative methodologies such as Stories of Change or Most Significant Change**, which can capture information on the results obtained in training and education processes.
- Supplement monitoring through a results framework with elements that use more **fun or artistic methodologies** in order to involve young people and reflect the impact and change in people's lives in a broader way.



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FINAL EVALUATION COORDINATION OF THE **IT'S MY BODY!** PROGRAMME AND IMPACT ON AMNESTY INTERNATIONAL

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