

YOUTH POWER FOR YOUTH RIGHTS

A TOOLKIT FOR DEVELOPING YOUR NATIONAL YOUTH STRATEGY



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A. INTRODUCTION

"THIS ENTIRE PROCESS FEELS SO EMPOWERING AND I HOPE WE COME UP WITH A STRATEGY WHICH DEEPENS THE RELATIONSHIP OF YOUNG PEOPLE WITH AMNESTY, AND TOGETHER WE DEFEND AND PROMOTE RIGHTS FOR ALL."

Abhiraj, volunteer Amnesty International India

"HAVING A NATIONAL YOUTH STRATEGY MEANS THAT WE WILL HAVE CLEAR GUIDELINES ON HOW TO CHANGE THE WORLD TO A BETTER PLACE."

Muhammadmumin, youth activist from Amnesty International Thailand

Amnesty International's *Youth, Power, Action! International Youth Strategy 2017 - 2020* is inspired by a vision where young people play active roles in creating a more equitable world. Through this Strategy, Amnesty International affirms its commitment to enabling youth to lead in protecting and promoting human rights. The movement champions non-discriminatory practices in working with young people and strengthens collaboration across generations. The inclusion of young people in the movement is underpinned by mutual respect and trust.

Amnesty International has set ambitious targets for this Strategy and aims for young people to comprise one third of our supporter base by 2020. A critical aspect of realizing this vision is supporting the creation of National Youth

Strategies. These provide a vision and roadmap for building youth participation into Amnesty International's work in all areas and promoting children's and young people's rights globally, with a view to achieving real human rights impact. The development of a National Youth Strategy offers a platform to unify people in positions of power – including youth activists – around a concrete agenda for change.

WHY WAS THIS TOOLKIT DEVELOPED?

Amnesty International created this toolkit to respond to growing interest in developing National Youth Strategies by staff and youth leaders across the movement. Some Amnesty International Sections, Structures or National Offices¹ have recently developed National Youth Strategies, indicating a growing recognition of their value in championing human rights. This toolkit aims to provide additional guidance to Amnesty International staff and youth leaders who seek to create a National Youth Strategy and monitor its implementation in the context of their work with young people and for young people's rights.

A National Youth Strategy is a commitment to meaningfully engage young people at all levels of an Amnesty International Section's work and beyond.

HOW WAS THIS TOOLKIT DEVELOPED?

This toolkit was informed by input from across the movement. In 2016, an organization-wide review of the International Youth Strategy indicated that the movement needed additional practical guidance to support its implementation. The review sparked the idea for this toolkit, with the aim of turning the broader goals of the International Youth Strategy into national level plans and commitments. As a result, Amnesty International conducted an online consultation in August 2017 and a workshop in London in October 2017. The London workshop brought together youth coordinators and activism coordinators from different Amnesty International Sections and the International Secretariat to design the toolkit content. This was also shared in draft form for consultation with and input from staff and youth leaders across the movement.

1. Where we refer to Sections, we are talking about Amnesty International entities which can include Sections, Structures and/or National Offices.

THE BASICS

IT WILL NEVER BE ENOUGH TO HAVE A STAND-ALONE NATIONAL YOUTH STRATEGY IF OTHER STRATEGIES AND PLANS DO NOT PAY ATTENTION TO YOUNG PEOPLE!

This toolkit outlines the process of developing and implementing a National Youth Strategy. It is not meant to be a one-size-fits-all template, but rather a journey you can undertake in your Section. Some Amnesty International Sections have a long history of formal work with young people, while others have started more recently. Regardless of your Section's history, this document provides tools and lessons learnt from across the movement. In compiling it we have also drawn heavily on external resources that can inform and inspire different stages of your work.

This toolkit can also be used to integrate a youth perspective into other existing or soon to be developed strategies, such as an Activism Strategy,

Fundraising Strategy, Growth Strategy and Human Rights Education Strategy. This is important as it will never be enough to have a stand-alone National Youth Strategy if other strategies and plans do not pay attention to young people. This means that when the toolkit refers to a National Youth Strategy, it could also be understood as a youth component *within a wider Strategy*.

Throughout the toolkit, we have emphasized the importance of including youth perspectives throughout the entire process using a participatory approach. A youth Strategy can only work if it is built on the real-world expertise and experiences of young people!

WHO IS THE TOOLKIT FOR?

The toolkit can be used by Youth Coordinators, Activism Coordinators and other young people, adult allies² working on youth rights, or by anyone developing a National Youth Strategy. Managers and other decision-makers are also encouraged to use it to support the realization of the International Youth Strategy.

WHO ARE YOUTH?

Amnesty International defines "youth" as those aged under 25, while acknowledging that Sections might use different definitions based on their context and history.

HOW HAVE SECTIONS BENEFITED FROM HAVING A NATIONAL YOUTH STRATEGY?

"WE NOW HAVE MORE YOUNG PEOPLE THAN EVER, BOTH AS ACTIVISTS AND IN THE EXECUTIVE BOARD. ALSO, YOUNG PEOPLE OBTAINED THE RIGHT TO VOTE IN THE GENERAL ASSEMBLY."

Amnesty International Chile

"IT HAS GIVEN OFFICERS THE OPPORTUNITY AND TACTICS TO WORK WITH LITTLE RESOURCES; WE WERE ABLE TO INCREASE THE NUMBER OF YOUNG PEOPLE IN THE MOVEMENT, SUCH AS SKILLED VOLUNTEERS."

Amnesty International Thailand

2. "Adult allies" is a term which will be used in this toolkit. The word "ally" means different things for different people. A common definition is: a trusted adult that supports, advocates for and works collaboratively with young people.



HOW TO USE THIS TOOLKIT

YOUTH PARTICIPATION AND LEADERSHIP ARE CRITICAL

This Toolkit has been designed to be used primarily by young people and youth leaders. A solid strategy process involves young people at all steps. It may be useful to take a moment to review the “three lens approach” to youth participation.

As you can see from the image below, young people should be engaged in multiple ways: **(1)** as beneficiaries; **(2)** as partners; and **(3)** as leaders. Sometimes within large organizations, young people are seen only as beneficiaries or as implementers of campaigns, but it is crucial to move beyond this to ensure meaningful youth participation. This approach can also be thought of as a *continuum of engagement* that will pave the way for young people to become leaders and participate in all structures and decisions throughout the organization.

GUIDING PRINCIPLES

The toolkit applies the same principles as those included in Amnesty International’s efforts towards the realization of the goals in the International Youth Strategy, which include the following:

- Intersectionality and diversity
- Realization of young people's rights
- Intergenerational respect and trust
- Safeguarding young human rights defenders
- Meaningful engagement
- Empowerment
- Active participation
- Youth leadership
- Partnerships
- Integration and sustainability

You can learn more about the Guiding Principles on page 28 of the [International Youth Strategy 2017 – 2020](#).

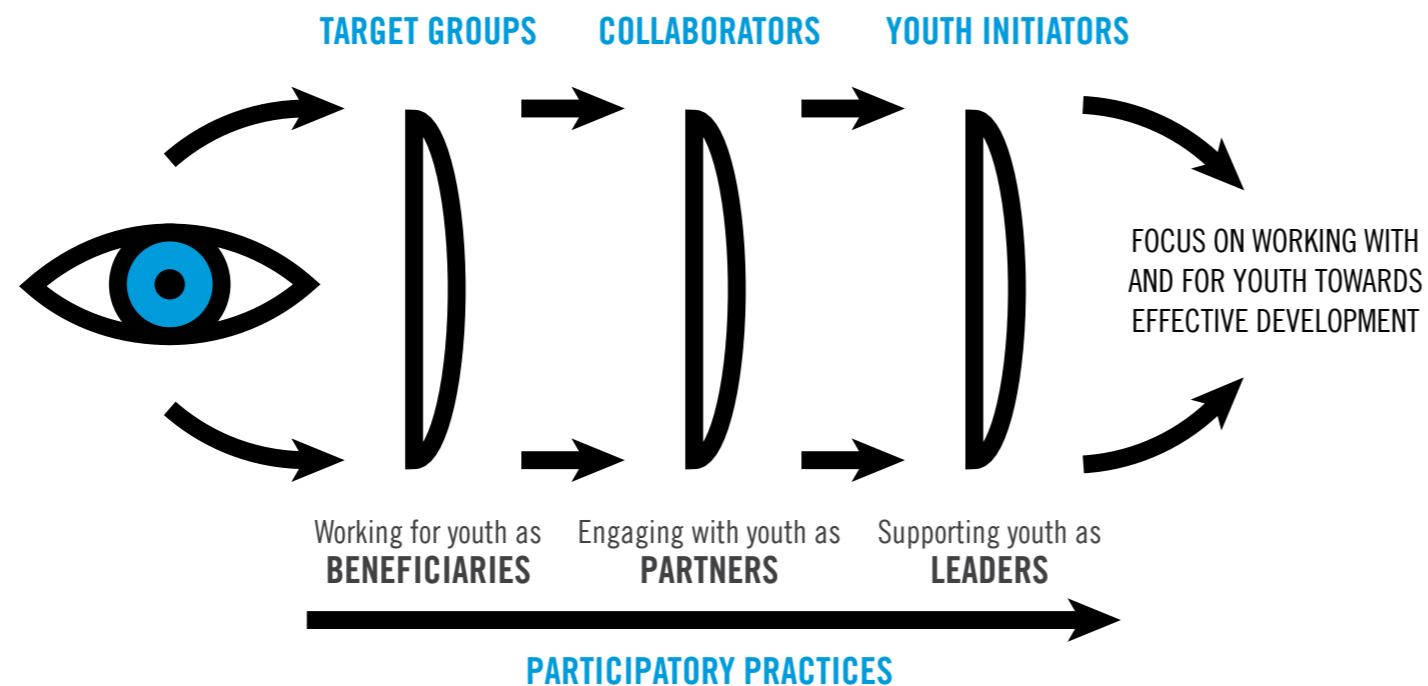
As part of the realization of the goals in the International Youth Strategy, Amnesty International works together with children and young people, in all their diversity. Recognizing this, all Amnesty International Sections that work with children and young people have a duty to put in place a Safeguarding Policy. This is to ensure that children and young people are protected from all forms of harm and that appropriate action is taken if harm does occur. Safeguarding means that the welfare and interests of the child or young person and their right to be protected from abuse will always be paramount.

Amnesty International believes in the rights of the child as enshrined in international conventions such as UN Convention on the Rights of the Child (UNCRC). We are committed to safeguarding the welfare of all children involved in Amnesty International activities. We will take all possible steps to promote safe practice and to protect children from harm, abuse and exploitation. Our staff, volunteers, members and activists will work together to develop an environment in our events, meetings, gatherings, publications and all other activities that respects the rights of children.

SUPPORT

The Amnesty International Secretariat and colleagues from other Amnesty International Sections are here to support you! If you encounter challenges or questions while using this document, reach out to us at: youth@amnesty.org

THE 3-LENS APPROACH DIAGRAM (WORLD BANK)



IF YOU ANSWERED **YES** TO ALL OF THESE QUESTIONS, YOU ALREADY HAVE A STRATEGY.

IF YOU ANSWERED **NO** TO AT LEAST ONE QUESTION, YOU NEED TO DO MORE PREPARATION.



B

DEVELOPING A NATIONAL YOUTH STRATEGY IS NOT A DIFFICULT TASK!

IT TAKES TIME, BUT THE PROCESS IS FUN AND REWARDING.

Having a National Youth Strategy is important in order to ensure that young people are part of Amnesty International's work at all levels, from grassroots activities to decision-making processes. This empowers the young people who are already involved with Amnesty, increases their participation and strengthens diversity within the movement.

Think about this process of developing a Strategy like the process of building a house. The good news is that houses take many shapes and forms, just like a Strategy. There's no one way to build a house (just like there is no one way to develop a Strategy), but there are some basics you'll have to follow to get it right and make sure it works for you and your team.



DEVELOPING A STRATEGY

HERE ARE SEVEN COMMON STEPS YOU SHOULD PLAN TO FOLLOW:



1. LAYING THE GROUNDWORK



At this stage, think of the house you want to build. You would probably ask yourself a few questions before you get started, such as: Who do I need to get involved in this project? What resources – human resources and financial resources – do I need to cover my costs and execute the project? Is this the right time for me to build a house? Is there any background research I need to do? What do I want the house to look like? What sort of house do I envision when I picture a house? Do I want a big house or a small house? What do I need to get organized in order to kick off this project?

THE TRICK HERE IS NOT TO GET AHEAD OF YOURSELF. IT'S OK TO TAKE THE TIME YOU NEED TO GET THIS RIGHT.

Before you begin to develop a Strategy, it is important to ask some key questions. You should answer them through a conversation with interested colleagues and young people and children you work with. Think about your natural allies in this process and engage them from the beginning – for example, people who work on digital campaigning want to grow and diversify the Amnesty movement and may be particularly excited about joining you.

A) WHERE DOES OUR SECTION CURRENTLY STAND ON YOUTH ENGAGEMENT AND YOUTH RIGHTS?

- How do young people currently participate in our Section? Are they involved in the implementation of activities or also leadership positions?
- Do we collect data on youth participation, such as how many young people engage with our Section?
- Has our Section done any work on youth rights or important issues that impact youth?
- Does our Section have a Safeguarding Policy in place? If not, some examples from Sections are available upon request at youth@amnesty.org.

B) WHAT STRATEGY DO WE WANT TO DEVELOP AND WHY?

- What strategies currently exist in our Section, and which strategies have youth elements? Where are the gaps?
- How do we strike a balance between ensuring youth issues are not overlooked in existing strategies, but also that a potential National Youth Strategy would not duplicate work?
- Would it be best to incorporate youth components into existing or upcoming strategies, or to develop an overarching National Youth Strategy?
- If we develop a National Youth Strategy, how could we ensure that other strategies and plans also integrate a youth component?

C) WHAT RESOURCES DO WE HAVE AT OUR DISPOSAL?

- Will we have enough support from the national Section and our external partners, and/or how can we build support?
- How many people are dedicated to youth activism/issues in the Section?
- Within Amnesty, which key managers are already on board, and which managers might we need to work with and convince to ensure their commitment?
- Are there key youth organizations that would support a National Youth Strategy? How can you engage such key youth organizations in your work?
- How much time can we realistically allocate to developing a Strategy, considering our other ongoing work?
- Are there major work commitments, such as campaigns or reporting deadlines, which might interfere with a Strategy development timeline? Or are there upcoming events and opportunities we could use to catalyze the Strategy development – for instance, if there is an upcoming conference where we could convene a side-meeting with youth leaders?
- What financial and in-kind support do we have available? For instance, do we have funds to host in-person workshops? Do we have free space where we could organize a consultation?
- What digital tools and resources do we have that can help us engage young members/supporters/activists? Who from the digital campaigning and/or engagement team is interested/available to work with us?

"FOR US IT WAS IMPORTANT THAT OUR YOUTH STRATEGY WAS IN LINE WITH KEY SECTION PRIORITIES. THIS ENABLED US TO NOT ONLY SHOW IN A CONCRETE WAY HOW A YOUTH STRATEGY COULD HELP MEET SECTION GOALS AND VISIONS, BUT ALSO HELPED ENABLE RESOURCES SUPPORT."

Strauna MacLean, Youth Coordinator, Amnesty International Canada (English-speaking)

"WE ARE IN THE INITIAL PHASE OF DEVELOPING A YOUTH STRATEGY. DURING AMNESTY INTERNATIONAL KENYA'S 2018 OPERATIONAL PLAN MEETING, A DELIBERATE COMMITMENT WAS MADE TOWARDS INTEGRATING YOUTH PERSPECTIVES AND AGENCY IN OUR WORK IN A MORE MEANINGFUL WAY, INCLUDING RESOURCING AND SUPPORT."

Amnesty International Kenya

"WE ARE STARTING TO TAKE THE FIRST STEPS TO BUILD A NEW NATIONAL ACTIVISM STRATEGY. AT OUR ACTIVISM SUMMIT IN FEBRUARY 2018, WE WILL DRAFT OUR VISION PROPOSAL. WE WILL MAKE SURE THAT WE SUCCESSFULLY INTEGRATE A YOUTH COMPONENT INTO OUR ACTIVISM MODEL AND ENGAGE WITH YOUNGER AUDIENCES."

Amnesty International Mexico

"EXPERIENCED YOUTH ACTIVISTS, A YOUTH BOARD MEMBER AND SEVERAL STAFF MEMBERS WERE INVOLVED, THROUGH A DEDICATED FOCUS GROUP, IN THE DEVELOPMENT OF AMNESTY INTERNATIONAL ITALY'S YOUTH ACTIVISM STRATEGY. THIS ENABLED A GREAT SENSE OF INVOLVEMENT AND PARTICIPATION TOGETHER WITH HIGH QUALITY CONTRIBUTIONS."

Amnesty International Italy, Activism Office

Based on the answers to the above questions and considerations, you can gauge for yourself which of the following three options is best for you at this time:

OPTION 1.

Proceed with developing a National Youth Strategy. You currently have or can secure commitment from your Section managers, youth leaders and adult allies; you also have the dedicated time and resources to put towards Strategy development.

OPTION 2.

Build youth-specific components into existing strategies. If your existing strategies provide the right platform for youth issues to be addressed, you may decide to adapt them rather than create a new Strategy.

OPTION 3.

Pause on developing a National Youth Strategy. If you do not feel you have the buy-in from managers and key allies or the necessary resources at this time, you can wait to develop a Strategy. It's a good idea, however, to set up a future meeting or make time to re-visit this decision, such as during your Section's strategic planning or year-end review.

If you have decided to take Options 1 or 2, the following steps will help you get organized and ready to turn ideas into action!



1. GET ORGANIZED

Set up a core team so that you have support throughout the entire Strategy development process. This may include people you engaged in your initial conversations, like young members or volunteers; digital campaigning colleagues; the activism and/or campaigns coordinators and also youth activists from another organizations. In line with your Safeguarding Policy you need to consider if you need to put in place any processes or support for some of these stakeholders.

It is also key to engage with your Section's management at the very early stages, in order to ensure they allocate the proper resources and sign-off on a suitable timeframe. Their ownership from the beginning is crucial, in order to increase support and obtain the necessary approvals along the way.

In discussion with this core team, decide on a common communication platform that everyone feels comfortable with, such as Slack, Google Docs, Dropbox, SharePoint, Podio, or other online tools so that you can easily collaborate and store information in one place. If members of the core team do not have regular access to the internet, discuss ways of ensuring their participation, including through face to face meetings, or through financial support to access the internet.

When setting up the core team, take a moment to reflect on the diversity of its membership in terms of age, sex/gender, race, sexual orientation, gender identity or expression, religion or belief, ethnicity, national or social origin, socio-economic status, disability or other status. Youth are not a homogenous group and those leading the Strategy development should reflect that diversity.

2. DEFINE ROLES

Outline clear roles and responsibilities for your core team. Who will lead the process? Who will review and provide key input on draft documents? Who will communicate internally with Amnesty International staff and externally with key stakeholders? Be sure that core team members can build Strategy development into their ongoing work, either within Amnesty International or externally.

3. MAKE A WORK PLAN AND BUDGET

After you review the full toolkit, create a simple work plan and timeline for the Strategy development process. Consider the financial implications of your work plan and draft an accompanying budget if needed. Once you have a budget, schedule a meeting with key Amnesty colleagues to identify how to access available internal resources. You may need to revise your budget based on these discussions. If no internal resources are available, you may need to identify external sources, such as foundations or governmental institutions that may be able to fund the process and even the activities detailed in the Strategy. Staff in charge of fundraising in your office will advise.

* [SEE TOOL 1 IN THE ANNEX FOR A TEMPLATE WORK PLAN TO HELP YOU GET STARTED](#)

"WE SHOULD MAKE SURE THAT THE PROCESS OF DEVELOPING A STRATEGY IS NOT TOO LONG, TO AVOID RUNNING THE RISK OF HIGH TURNOVER OF PEOPLE AND ENSURE CONTINUITY THROUGHOUT THE PROCESS."

Activism Office, Amnesty International Italy

4. DEFINE YOUTH

With your core team, agree on the definition of youth you will use throughout the process, depending on what is most relevant in your country context and keeping in mind Amnesty International's guiding definition. For example: Australia's National Youth Strategy defines youth as young people aged 14 to 24.

5. UNDERTAKE BACKGROUND RESEARCH

Before you can develop a Strategy, you need to understand the human rights challenges young people face and the opportunities that exist for them in your country, as well as the role young people currently play in your Section. This will provide you with some baseline information to inform the Strategy development.

- A) Pull together the available data about youth membership in your Section, and analyze membership data if youth statistics are not readily available. Some key things you should know:
- How many of your members and activists are young people? What is the gender diversity with the youth constituency of your Section?
 - How are young members and activists perceived by non-youth members and activists in your Section?
 - Are young people engaged formally in leadership structures, for example as board members?
 - Are young people able to easily participate in Amnesty International activities? If not, what are the key barriers they face (such as not being reached by existing campaigns, language, etc.)?

- What are the existing campaigns that have targeted young people or are about children / young people's rights? How successful have they been in engaging youth?
- Which capacity building initiatives does your Section provide to youth leaders and how successful have they been?
- What are the gaps in terms of particular youth audiences not engaging with our work and our campaigns? How can we overcome these gaps and increase diversity?

- B) Consolidate key information about young people in your country. Some key things you should know:
- What is the size of the youth population?
 - How many young people access education, employment, health care and livelihood training, and what are the barriers?
 - Which groups of young people face specific barriers? For example, young women, young people living with HIV, young people from certain communities and/or geographic areas?
 - What human rights violations do young people specifically face?
 - Which issues are young people most active around and how do they engage? Politically, informally, via social media, etc.?
 - What are the relevant political, economic, social, cultural and technological trends in the country which affect young people?
 - What spaces exist in your country for youth-led NGOs and NGOs in general?
 - What influence can youth-led human rights movements have in your country? What are the challenges these youth-led human rights movements face?

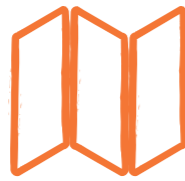
- What are the current predominant values and interests of young people in your country (noting the potential for diversity and divergent value systems)?
- How do they communicate and share their motivations and frustrations?
- What does the landscape of youth-led and youth-focused organizations look like in your country? For example, what are the issues they work on predominantly, what are the opportunities they seek and what are the challenges they face?

6. DEFINE YOUR VISION

Before you dive into developing your Strategy, take a moment to reflect on a common vision for young people in your country. Your vision is what you want the situation to be like (instead of how it is today). This can be an inspirational exercise that you undertake together with the core team.



2. STAKEHOLDER MAPPING AND SITUATION ANALYSIS



When you're building your house, it helps to think about who will need to be involved in the process and who will be most affected by the house. Who is going to live in it with you? Do they have the same vision as you about what the house will look like? Who are your neighbours? Who do you need to know in local government to approve your housing permits, etc. Who are your allies? Who are the detractors (meaning, who has the ultimate authority to say "no" to your house)?

It's also extremely important to be aware of the land on which you're planning to build your house. Are there Indigenous communities you need to consider? What are some potential barriers you could run into as you think about your house?

"ALL STAFF WERE INVITED TO BE INVOLVED IN THE CONSULTATION PROCESS FOR THE STRATEGY DEVELOPMENT. THIS HELPED TEAMS AND DEPARTMENTS BEYOND ACTIVISM TAKE A LOOK AT HOW THEY CURRENTLY WORK WITH YOUNG PEOPLE AND HOW WORKING WITH YOUNG PEOPLE CAN HELP ADVANCE THEIR GOALS AND PRIORITIES."

Shauna MacLean, Youth Coordinator, Amnesty International Canada (English-Speaking)

Now that you've laid the groundwork for Strategy development, you can embark on the next phase: a stakeholder mapping and situation analysis. These exercises aim to help you identify who and what you will need to change or influence to make a difference for youth rights.

STAKEHOLDER MAPPING

It is important to understand who the key players on youth human rights issues are in your Section and also more broadly. You will need to consult with and involve them to ensure that the Strategy supports their work and is achievable. You will also want to consider which stakeholders are already supportive, and which ones may be more skeptical, so that you can work with them to mutual benefit.

** SEE TOOL 2 IN THE ANNEX FOR A STAKEHOLDER ANALYSIS TOOL*

Stakeholders could include:

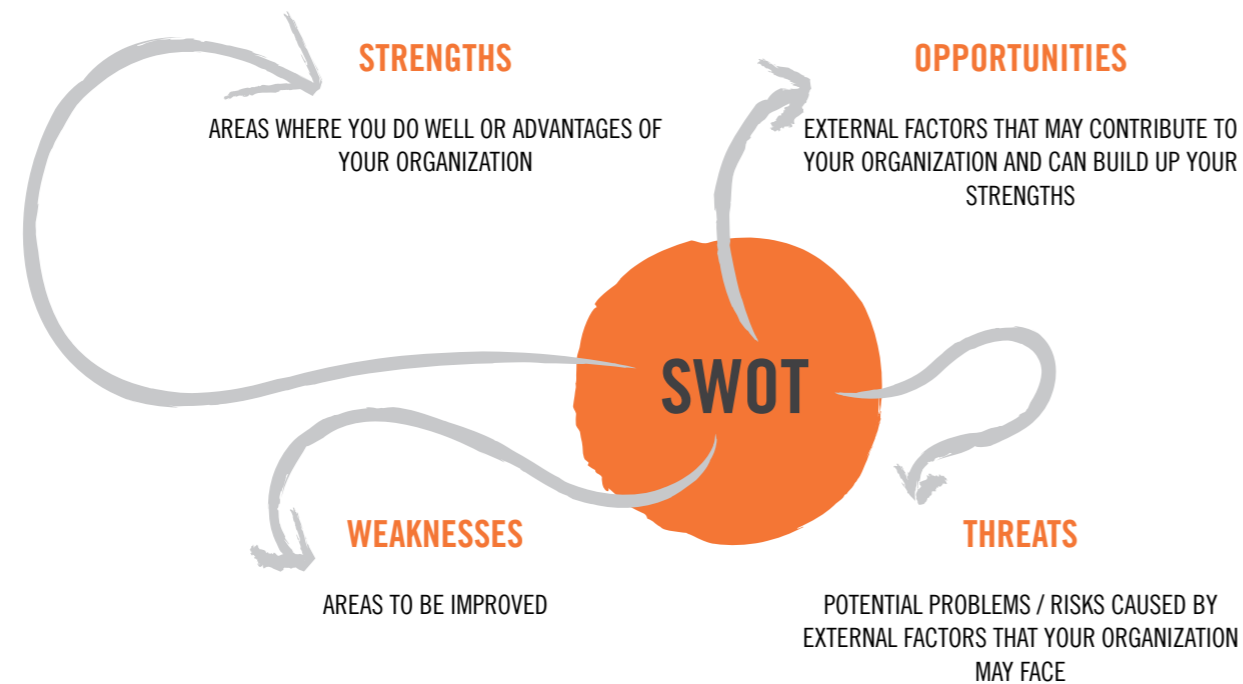
GLOBAL AMNESTY INTERNATIONAL STAFF	NATIONAL AMNESTY INTERNATIONAL STAFF	AMNESTY INTERNATIONAL VOLUNTEERS / MEMBERS	THE BROADER HUMAN RIGHTS/YOUTH ENVIRONMENT
Global Youth Team	Members of the Board	Young members and volunteers	Major youth NGOs
Regional Youth Coordinators	Executive directors	Members who are active on youth issues (adult allies)	Young leaders/ groups / activists from other organizations/networks
Programmes/Directorates across the International Secretariat	Staff from other areas of work	Members who are not active on youth issues	Other organizations / networks

SITUATION ANALYSIS

One of the first things to analyse is how your Section is uniquely positioned to respond to youth issues. A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is one way to do this, particularly to identify opportunities to expand your Section's work.

* [SEE TOOL 3 IN THE ANNEX FOR A TEMPLATE SWOT](#)

SWOT DIAGRAM



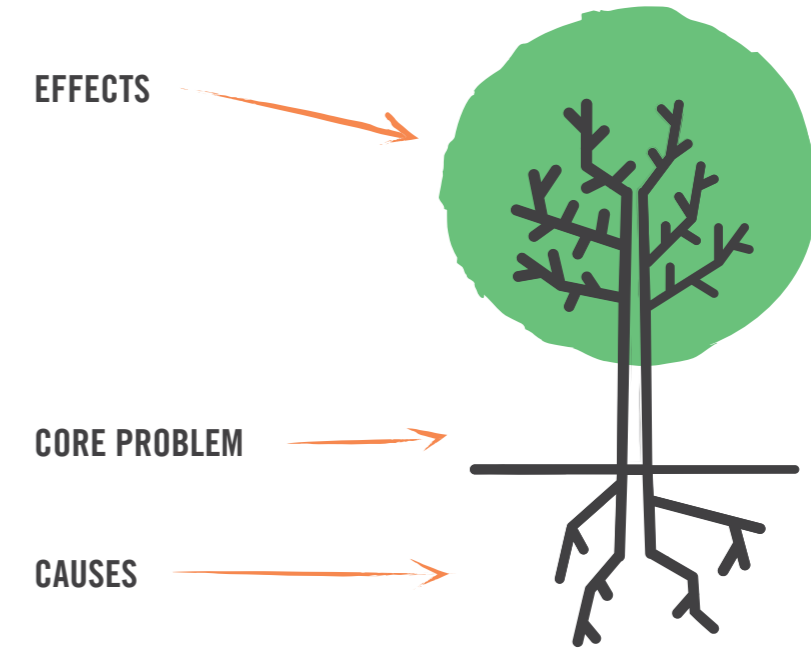
In addition to understanding your Section's internal strengths and weaknesses, it is important to see the "big picture" influencing youth rights in your country. One way to map out a "big picture analysis" is through a "problem tree": what underlying issues affect youth in your country, and which of these issues will you need to tackle to have an impact on the problem?

For example, your background research could indicate that early marriage is a critical issue for young women in your country. Then during your SWOT, you find that this is an area Amnesty has

campaigning skills around, and that it is not being addressed by other organizations. It could thus be a core component of your Strategy. But to effectively tackle this issue, you must first identify the "roots" of the problem – such as lack of access to education, gender norms and financial incentives. Knowing what causes the problem allows you to develop more systematic solutions.

* [SEE TOOL 4 IN THE ANNEX FOR A PROBLEM SOLUTION TREE EXERCISE](#)

PROBLEM TREE



ADDITIONAL TOOLS

The above tools are critical building blocks in your Strategy development process and completing them should give you plenty of insight! However, if you're looking to go beyond a stakeholder analysis, SWOT and/or problem tree, we have included some additional tools that you can use at your discretion.

SYSTEMS MAPPING

If you want to unpack some of the analysis you have done through a SWOT analysis and Problem Tree, you can also attempt to map the broader "system" your work is part of. This can strengthen people's understanding of the systems that make up the problem you're tackling and identify disruptive trends, stakeholders and opportunities.

* [SEE TOOL 5 IN THE ANNEX FOR A SYSTEM MAPPING FROM MOBILISATION LAB](#)

ICEBERG

Another way to look at the broader context of your work is to think about key events, patterns and structures that affect youth issues and shape our perceptions of young people. To get a broader view of these patterns and structures, which are sometimes invisible, you can visualize them in an "iceberg".

* [SEE TOOL 6 IN THE ANNEX FOR AN ICEBERG FROM MOBILISATION LAB](#)

3. ONGOING CONSULTATION



It's very difficult to build a house alone. There are constant conversations you need to have with the various stakeholders – the architect, the contractor, the plumber, the electrician, your roommates, your neighbours. You don't talk to them just once, but rather connect with them at various points throughout the process. The Strategy is no different! The point here is to make sure you can gather and utilize as much expertise as you have access to throughout the project to make sure it's the best house it can be.

"DURING THE CONSULTATION PHASE OF THE STRATEGY IT WAS YOUNG PEOPLE WHO LED SESSIONS WITH BOTH STAFF AND MEMBERS TO GET INPUT AND FEEDBACK ON STRATEGY DIRECTION. THEY TOOK THE LEAD ON THE DRAFTING AND FINALIZING OF THE STRATEGY AND WERE THE ONES TO PRESENT IT TO OUR MEMBERSHIP AT OUR ANNUAL GENERAL MEETING."

Shauna MacLean, Youth Coordinator, Amnesty International Canada (English-speaking)

Once you have a basic idea of what you want to achieve, you can start inviting others to comment on your emerging vision and ideas.

There are many ways to solicit input and engagement from those outside your core team. Consultations can be in person and/or online, depending on the available funds, time and context. Involving a broad range of actors is crucial, as is keeping these people informed and engaged throughout the process. Since it is a youth Strategy, engaging a diverse group of young people is of course key! Getting the commitment for supporting the National Youth Strategy from decision-makers and staff from your Section is also important, not just for the development of the Strategy but also for the implementation, including securing the necessary human and financial resources.


Here are some ideas for how you can organize a consultative process – you can use some or all of these methods depending on what works best for you. You may also want to take a moment to review Amnesty's 10 Design Principles for Digital Campaigning, which contains consultation elements.

HOST A ONE - OR TWO-DAY IN PERSON CONSULTATION

The purpose of this could be to get feedback on the Strategy goals, SWOT, theory of change and to brainstorm the potential activities. Find a balance between ensuring a diverse group of participants (youth from different backgrounds, adult allies, Amnesty staff) and not having a group that is too large to enable meaningful discussion. Aim for a total participant list of 15-25 (max). Consider at what stage of your Strategy development it is most useful to host one or more in-person consultation(s), and how in-person consultations may be critical for people with disabilities and those who do not have access to the internet, among others.

SEE TOOL 8 IN THE ANNEX FOR ADDITIONAL MATERIALS ON RUNNING CONSULTATIONS

3. docs.google.com/document/d/1f_ewV4bMGkZINPvNq9wBozBfStnS-paNz4ymYkONKY/edit



"WE HAD SEVERAL CONSULTATION ROUNDS WITH OUR AMNESTY GROUPS TO GET THEIR INPUT ON THE OVERALL STRATEGY. THE MAIN LEARNINGS WERE THAT THE LANGUAGE OF THE STAFF IS NOT ALWAYS UNDERSTANDABLE FOR THE ACTIVISTS, THAT THE ACTIVISTS ARE HAVING A HARD TIME DISCUSSING STRATEGY AND GOALS AND THAT THEY ARE MORE INTERESTED IN DISCUSSING CONTENT AND HUMAN RIGHTS ISSUES."

Pernille Bækkel Jensen, Youth Coordinator, Amnesty International Denmark

"THE MOST EYE-OPENING STATEMENT DURING OUR CONSULTATION WAS BY ONE OF THE VOLUNTEERS, WHO NOTED THAT WE DON'T CELEBRATE VOLUNTEERS. AS A RESULT, OUR NATIONAL STRATEGY WILL HAVE A SECTION CALLED 'LISTENING, KNOWING AND CELEBRATING VOLUNTEERS' FOCUSING ON CREATING OPPORTUNITIES AND SHARING MORE RESPONSIBILITY WITH THE VOLUNTEERS."

Amnesty International India

ORGANIZE AN ONLINE CONSULTATION

If you want to solicit input from a more geographically dispersed group, an online consultation might be key. Once people have confirmed participation, hold a conference call or Skype to brief them on the background and process, and allow for real time Q&A. Then disseminate a Google Doc,

online survey or other online platform where they can input. You can also use this method to invite feedback once you have a draft Strategy document.

You can use a range of digital tools to solicit input throughout the consultation process. These include Facebook groups, WhatsApp conversations, polls or surveys (such as through Google Forms) and Twitter.

4. DEFINING YOUR GOALS AND OUTCOMES



Think of this step in the Strategy development process like drafting the blueprint for your house. What are the parameters of the house? The dimensions? Is everyone on the team clear about what their role is and what they need to execute their job? Is the timeline clear? Are the milestones reasonable? How long will it take for you to get the materials in order, and to get your budget secured?

Now that you have done some background research to better understand the situation for youth in your country, as well as how your current Section engages with youth, you can take a step back and look at your analysis. Take a moment to think about what stands out. You can use the following guiding questions as you review this data:

- What are the issues my Section can make a difference around when it comes to youth rights, versus issues that are better addressed by other players?
- What are the most burning or pressing issues to address in the next three years, versus issues that may take a very long time (say up to 10 years) to resolve?
- Which challenges are specific to young people, versus those which apply to the whole population? Which might be better addressed via Amnesty's other strategies?

You can now use these insights and reflections to create an important piece of your Strategy – the goals. A goal should answer the question – what is the change you want to see as a result of your Strategy? While they are “big picture” focused, they should also be achievable.

Ideally the goals of a National Youth Strategy should be aligned with the goals of the International Youth Strategy. These are:

1. Young people's perspective and agency are at the centre of Amnesty International's human rights work in the protection and promotion of human rights.
2. Young people in all their diversity are enabled and empowered to actively participate at all levels of our work, underpinned by mutual respect and trust.
3. Young people in all their diversity make up one third of Amnesty's supporter base in order to contribute to human rights impact.

It is crucial that your goals also fit in the national Strategy and priorities of your Section, so that youth issues are integrated. And, of course, continually take into consideration your situation analysis to determine which priorities are most relevant in your country.

Once you have your goals, the next step is to think about a theory of change:

- How are you planning to achieve the changes you want?
- Why is that change expected to happen in a particular context?

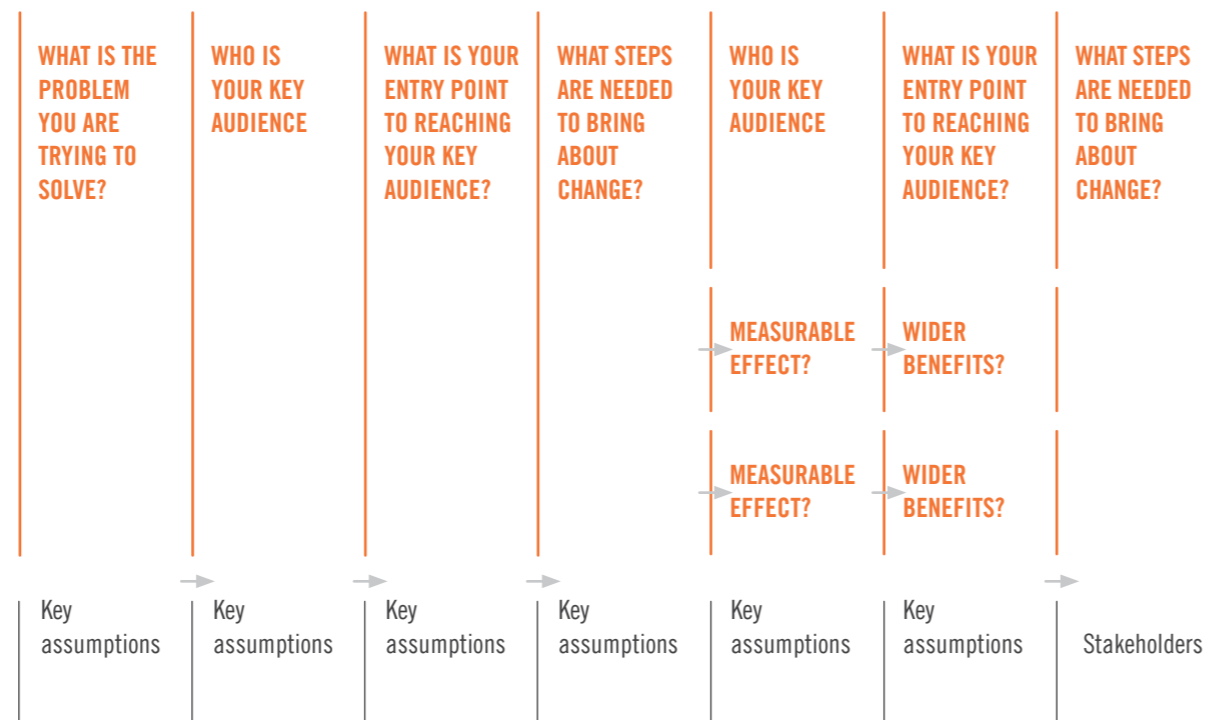
If you know where you are currently standing in relation to your goals and where you want to go in the long term, the theory of change should define how you get there. The Stakeholder Mapping, SWOT and Problem Tree analysis will be especially helpful here.

Keep in mind the strategies that are already in place within your Section and build upon them; the theory of change will help you identify what kind of activities and approaches are needed. There are different diagrams, templates and guidance to help you create a theory of change. When you and the team create your own theory of change, you will

"SOMETIMES YOU HAVE TO ADAPT THE GOALS TO THE REALITY OF YOUR OWN COUNTRY. FOR EXAMPLE, WE HAD SOME TROUBLE ADVOCATING FOR GOAL 3 (33%), BECAUSE YOUNG PEOPLE ARE ONLY ABOUT 13% IN THE SWISS POPULATION. SO WE SETTLED FOR 13%, WHICH IS ALREADY AIMING TO DOUBLE THE NUMBER OF YOUNG PEOPLE IN THE SWISS SECTION."

Romain Geiser, Youth Coordinator, Amnesty International Switzerland

DO IT YOURSELF THEORY OF CHANGE



have a clearer sense of how to achieve your goals. Measurable effects (described in the Theory of Change template above) are also commonly referred to as "outcomes". Amnesty International defines a successful outcome as "an observable change in the attitude, behaviour or action(s) of a key actor or constituency" which works towards achieving the goals of your Strategy.

For example, if one of your goals is "Young people in all their diversity are enabled and empowered to actively participate at all levels of our Section," then the possible outcomes or measurable effects might include:

- A seat is reserved for a youth representative on the board, and this representative serves on at least two board committees;
- Creation of a Youth Activism Coordinator to facilitate youth-led human rights campaigns;
- At least 20% of new Section members are young people under the age of 25.

SEE TOOL 7 IN THE ANNEX FOR A TEMPLATE THEORY OF CHANGE

5. DRAFTING THE STRATEGY



This is the part where you start BUILDING. You're bringing together all of the nails and hammers and wood and bricks (or whatever materials you're using for your house!) to make sure your plan comes to life. Remember that this can't be rushed, and you want to make sure that you're staying in close contact with your team of builders throughout, but this is the fun part!

A National Youth Strategy is typically anywhere from 4 to 12 pages. Aim for something that is succinct but also clearly spells out what you want to achieve, how you will achieve it and how you will evaluate your progress. While it is useful to have a written Strategy document, you can also develop other products to present the Strategy – such as a short PowerPoint presentation, visual representation or one-page summary.

When you write your first draft, keep in mind that the Strategy should reflect the priorities of youth in your country! Remember the “3-lens approach” to youth participation (mentioned earlier): think about young people not just as beneficiaries but also as partners, leaders and most importantly agents of change.

Existing National Youth Strategies are different in terms of structure, content and elements, so feel free to be creative.

Click below to discover one possible model and some examples of Sections' National Youth Strategies which you can draw on in terms of their structure as well as examples of what certain chapters include.

Once you have a complete draft of your Strategy, take a look at the Flower of Participation and assess if the Strategy is paving the way for young people to actively engage across Amnesty International, including space for youth-led projects as well as participation in decision-making at the highest level.

If not, you may want to further tweak the Strategy!

[SEE TOOL 9 IN THE ANNEX FOR THE FLOWER OF PARTICIPATION](#)

6. MONITORING, EVALUATION AND LEARNING

In the final stages of building your house, this is the point where you do a walk-through of the building to make sure you can judge what is working and what isn't! How will you know if the work was done properly? As you walk through every room and down all the steps, what are you looking for to make sure it's right? Does the house match the original blueprint and initial plans? You want to be able to measure what worked out and what could be improved and having a Monitoring, Evaluation and Learning plan will help here.

Creating a monitoring, evaluation and learning framework (or component) is a crucial part of your National Youth Strategy. Such a framework allows you to assess over time whether your Strategy is making a difference! It also ensures that you capture key lessons learned along the way, so that you are always growing as a Section when it comes to youth issues.

Monitoring, evaluation and learning chapters usually have indicators, which allow you to measure progress made towards your goals. Having specific youth indicators is essential to determine whether you are accomplishing your Strategy's goals. As previously discussed, a baseline of information provides you with a starting point to monitor and evaluate the changes that may occur as a result of the Strategy.

Your National Youth Strategy may employ similar indicators to those used to measure progress of the International Youth Strategy, such as:

- The number of Amnesty International supporters, activists, members, staff and board members under the age of 25
- The number of young Amnesty International supporters, activists and members from diverse backgrounds (race, ethnicity, sexual orientation, religion and spiritual affiliation, socioeconomic status, gender, sex, national origin, physical / psychological / mental / learning ability, educational and other backgrounds relevant to the national context)
- The number of national youth strategies and other strategies which integrate a youth component across the movement
- The number of financial resources dedicated to youth work directly at the national level (i.e. youth specific budget lines)
- The number of staff FTE (full time equivalent) with a youth brief who lead youth work at the national level
- The number of projects at the national level with a youth focus
- The number of young Amnesty International supporters, activists and members participating in capacity development forums at the local or national level
- The number of supporter journeys which are specific to young people and their retention within Amnesty International
- The "quality" of youth participation, which can be measured on the "ladder of participation"
- The most significant change seen in terms of impact of youth participation within Amnesty International, which can be reported in a qualitative story.



PREPARING TO GATHER THE INFORMATION YOU NEED FOR EVALUATION

Although you are only at the Strategy development stage, it is a good idea to take this opportunity to discuss with the core team how you will gather the data needed to evaluate outcomes and successes. Most of the indicators in the above list are quantitative, and the information can be gathered from available membership data, budget analysis, etc. But you can also gather qualitative information through interviews and focus groups (among other methods), which can shed light on the quality of youth participation and other issues not easily captured in numbers.

Also, you can capture impact stories from individuals who have evolved within Amnesty International or who may “grow” within the organization. Many current Amnesty International staff and members became involved as young people; their long careers within Amnesty demonstrate the added value of youth involvement. This can provide inspirational stories which can illustrate the long-term impact of implementing a National Youth Strategy.

Learning about your successes and challenges is important. One of the main points about doing evaluations is to have the opportunity to improve in the future, so make sure you take time to reflect on the results and act accordingly.

Keep in mind that monitoring, evaluation and learning should be an ongoing process; try not to focus only on an evaluation at the mid-point or the end of the Strategy period. As evaluations are also periods of reflection, it's important to reflect on what worked and what didn't, so that you can make adjustments to your programmes and activities as needed.

ONE OF THE MAIN POINTS ABOUT DOING EVALUATIONS IS TO HAVE THE OPPORTUNITY TO IMPROVE IN THE FUTURE, SO MAKE SURE YOU TAKE TIME TO REFLECT ON THE RESULTS AND ACT ACCORDINGLY.



7. REVIEW AND APPROVAL PROCESS



Your house is up! This is exciting! Once you have a finished structure, you want to get it inspected so that you can get other opinions about the final product. Who needs to sign off on this house to make sure it's fit to inhabit? Should you have an engineer double check it for structural strength?

This is also an opportunity to go back to your stakeholder mapping and think about the people you involved from the beginning. What do your neighbours think? And going back to your monitoring and evaluation plan: what was done well? (Celebrate that!) Was there anything that didn't go as planned? What could be improved? Did it pass inspection?

Once you have a draft Strategy, it is important to solicit input from key stakeholders. This can often be done online, such as through inviting people to comment on a shared Google document, or circulating the document via email. If you have upcoming in-person meetings, you could also present the draft Strategy for feedback. It is critical that you share a draft with your organization's leadership, so that they are aware of the direction the Strategy is heading in and have time to input. This also ensures that you will have an easier time getting the final version approved.

After you receive comments, take the time you need to adapt the Strategy accordingly. You may want to have additional discussions or debates with your core team to determine how best to address any challenging or through-provoking comments. This also may include having a conversation with the person who made the comment so they feel their views have been considered.

Once you have the final Strategy document and it has had leadership sign-off, you should share it with all the stakeholders who participated in the consultation processes before you release it publicly. The Annual General Meeting is one great place to present the Strategy and generate enthusiasm around its implementation amongst your Section's membership. You could also share it at operational and internal planning meetings to raise visibility.

Think about how you want to disseminate and promote the Strategy so that it can be accessed by young people and youth organizations in your country. Sharing the Strategy widely can also help keep you accountable.

**AFTER THESE STEPS,
YOU ARE READY
TO GO PUBLIC!**



GO TAKING ACTION!

AFTER THE NATIONAL YOUTH STRATEGY HAS BEEN APPROVED, YOU ARE READY TO TURN IT INTO ACTION. YOU CAN BEGIN IMPLEMENTING ACTIVITIES AND BUILDING THEM INTO YOUR LONG-TERM WORK PLAN.

ON THE FOLLOWING PAGES ARE SOME IDEAS ON HOW TO TURN THE GOALS OF THE INTERNATIONAL YOUTH STRATEGY INTO CONCRETE STEPS TOWARDS CHANGE - YOU MAY FIND SUGGESTIONS HERE THAT ARE APPLICABLE TO YOUR OWN STRATEGY IMPLEMENTATION.

YOUTH PERSPECTIVES AT THE CENTRE OF AMNESTY INTERNATIONAL'S WORK - MAKING IT A REALITY

The first goal of the International Youth Strategy is related to the inclusion of young people's perspectives in research, campaigning, policies, programmes and projects, as well as the empowerment of young people through education and capacity building. It is essential that all staff in the Section, from Board members to campaign activists, know how to integrate youth perspectives into their work. Similarly, it is not enough to have a standalone Youth Strategy if the education, activism, media or fundraising strategies and plans do not pay attention to young people.

Points to consider:

- You may wish to conduct more research on those human rights issues which disproportionately affect young people and include youth perspectives in research planning.
- Conducting interviews with young members and supporters can be a good way to gather initial information, if it is lacking.
- Once you have some substantial data, consider developing briefs about youth issues in your country. The briefs can contain key advocacy messages to be shared with the Section and outside stakeholders who need to be informed and sensitized.

- Create relevant campaigns, including youth-led campaigns, with young people in leadership positions. Young people should be engaged from the start so that they have ownership in the campaign's outcomes.
- Allocate specific funds to implement the National Youth Strategy, including funds for the skills-building and empowerment of young people so that they can engage in different processes. You may need to advocate with the staff of your Section and Board members to secure a designated annual budget.
- Create a youth-specific position in the Section if one does not exist already.
- Ensure that other strategies have a youth component or link to the National Youth Strategy.

Remember that building trust and highlighting the relevance of youth-related work on an ongoing basis makes implementation of the National Youth Strategy easier!

ENSURING THAT YOUNG PEOPLE PARTICIPATE AT ALL LEVELS OF AMNESTY INTERNATIONAL

The second goal of the International Youth Strategy focuses on youth participation in decision-making processes, intergenerational collaboration and youth engagement within Amnesty International. There may be many competing issues and priorities within your Section, but you need to make sure that young people are at the centre of everything you do. If it's a struggle to make the case for young people, consider creating partnerships with other organizations, which may help convince people in your Section that youth perspectives are highly relevant.

Sections can:

- Ensure that young members, supporters and staff have access to capacity-building and training spaces.
- Ensure that there is space for young participants and for youth themes in all Strategy or project planning processes in your Section.
- Have a youth representative on the Board, and work to support this representative to have strong ties to a broader youth constituency.
- Young people who are "ageing out" of youth roles should be supported to ensure a smooth transition; this could include transfer of knowledge and skills, as well as broader opportunities within the movement.

- Create a leadership programme that can support the careers of young people in different roles within Amnesty International. Consider equal access to such programmes to ensure diversity and to avoid a situation where only the most "privileged" young people have access to such programmes: in this context, "privileged" could mean educational background, the time they have available, access to internet and other factors.
- Compensate as much as possible for the time that young people invest in activities, for example by funding transportation, meals and refreshments, materials and other costs. Some young people might need more financial support than others to facilitate their engagement in activities, for example, to cover the transportation costs of an accompanying adult if the young person is under the age of 18.
- To avoid any hint of "tokenism", there must be real commitment across the organization and at all levels to the added value of youth involvement in decision-making.

* [SEE TOOL 10 IN THE ANNEX FOR RESOURCES ON INVOLVING CHILDREN AND ADOLESCENTS](#)



INCREASING THE NUMBER AND DIVERSITY OF YOUNG SUPPORTERS

"AMNESTY INTERNATIONAL BRAZIL HAS BUILT TRUST WITH YOUTH GROUPS. THE WORD IS SPREADING FAST IN THE COUNTRY, OPENING NEW PATHS TO CONTINUE THE WORK WITH YOUTH GROUPS."

Amnesty International Brazil

The third goal of the International Youth Strategy is related to attracting young supporters and members from diverse backgrounds. There is a need to shift the perception of young people within Amnesty International as "only" campaign activists to a more holistic view as decision-makers and donors. It is important to invest today in young people who may become long-term members and funders in the future.

Sections can:

- Develop engagement strategies on locally relevant platforms, including social media and other mobile technologies such as radio and SMS. Remember that young people's access to different platforms may vary even within a small geographical region.

- There is always a need to diversify the movement, so get out of your comfort zone and reach beyond the "usual suspects". This means thinking about young people who do not normally engage in Section activities, such as young people who are offline, not in the capital city, and with less access to education/resources.
- Create partnerships with youth organizations by supporting them and making them your allies.

When working to increase the base of youth supporters, keep in mind that success may not be achievable right away, but will materialize in the mid- to long-term!



D COMMUNICATING YOUR RESULTS

You've done the groundwork, you've drafted your Strategy and put actions into practice. Well done! Communicating your Strategy and sharing with others what you have learned is important. An effective way of convincing everyone of the authenticity, importance and relevance of your Section's youth Strategy is through sharing the impact and linking back to the Strategy.

Here are a few communications approaches that will help you to inspire and inform others and raise awareness of your work. This will also help to identify which aspects of your Strategy are working, which are not and what adjustments need to be made. This will help shape your Strategy as you move forward and lead to improved results.

- Highlight results with clear, simple, jargon-free messaging that appeals to all age groups.
- Select key dates to review and showcase your impact within Amnesty through producing communication materials. For example, you can write a story or case study about changes that occurred as a result of the Strategy; film a short video or video interviews with youth leaders; and use images or photography to capture actions.
- Keep in mind that communication materials should inspire, educate and reinforce key messages.
- It is important to also document challenges and be honest about shortcomings. Most importantly, never lie or exaggerate the results as this undermines the credibility of your work!
- Involving the young people who made it possible is very important. Make sure you showcase what was relevant for them, including the challenges and lessons learned.

There is no single way to communicate the results of your Strategy. But making communications a core plank of your Strategy planning and implementation process is a useful way of showcasing the difference a youth Strategy is making to your Section's results and obtaining feedback that will help to strengthen its implementation.

E

"HAVING OUR OWN NATIONAL YOUTH STRATEGY HAS BEEN INVALUABLE IN MAKING SURE YOUNG PEOPLE'S VOICES ARE HEARD WITHIN THE ORGANIZATION, AND THAT WE ARE MAXIMIZING THEIR POTENTIAL TO CREATE HUMAN RIGHTS CHANGE. WE ARE NOW LOOKING FORWARD TO INCORPORATING THIS INTO OUR NEW IMPACT OF MOVEMENT STRATEGY."

Anne Montague, Amnesty International UK

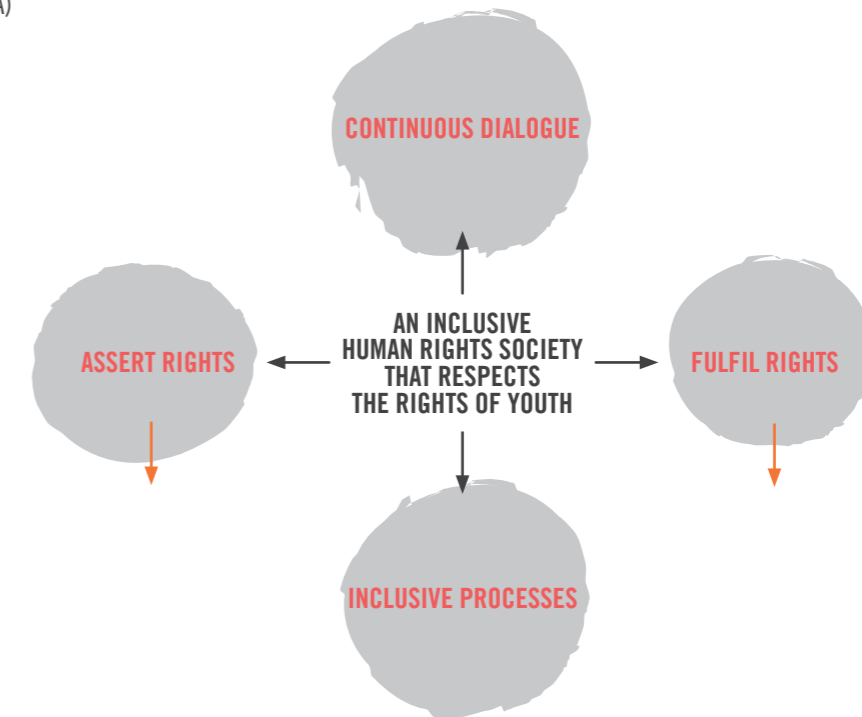
FINAL CONSIDERATIONS

A National Youth Strategy can empower and maximize the potential of youth within Amnesty International. Young people who participate in different social movements are often seen as implementers or campaigners, but they are much more than that. It is important to show adults that young people have relevant experience and knowledge to lead the human rights movement.

Remember that the final aim of having a National Youth Strategy is to ensure that young people must be seen not only as numbers, but as real change-makers within Amnesty International and within our societies.

YOUTH AS RIGHT-HOLDERS PARTNERING WITH DUTY-BEARERS TO CREATE A HUMAN RIGHTS-BASED SOCIETY

(SOURCE: RAVI KARKARA)



F.

ADDITIONAL
RESOURCES

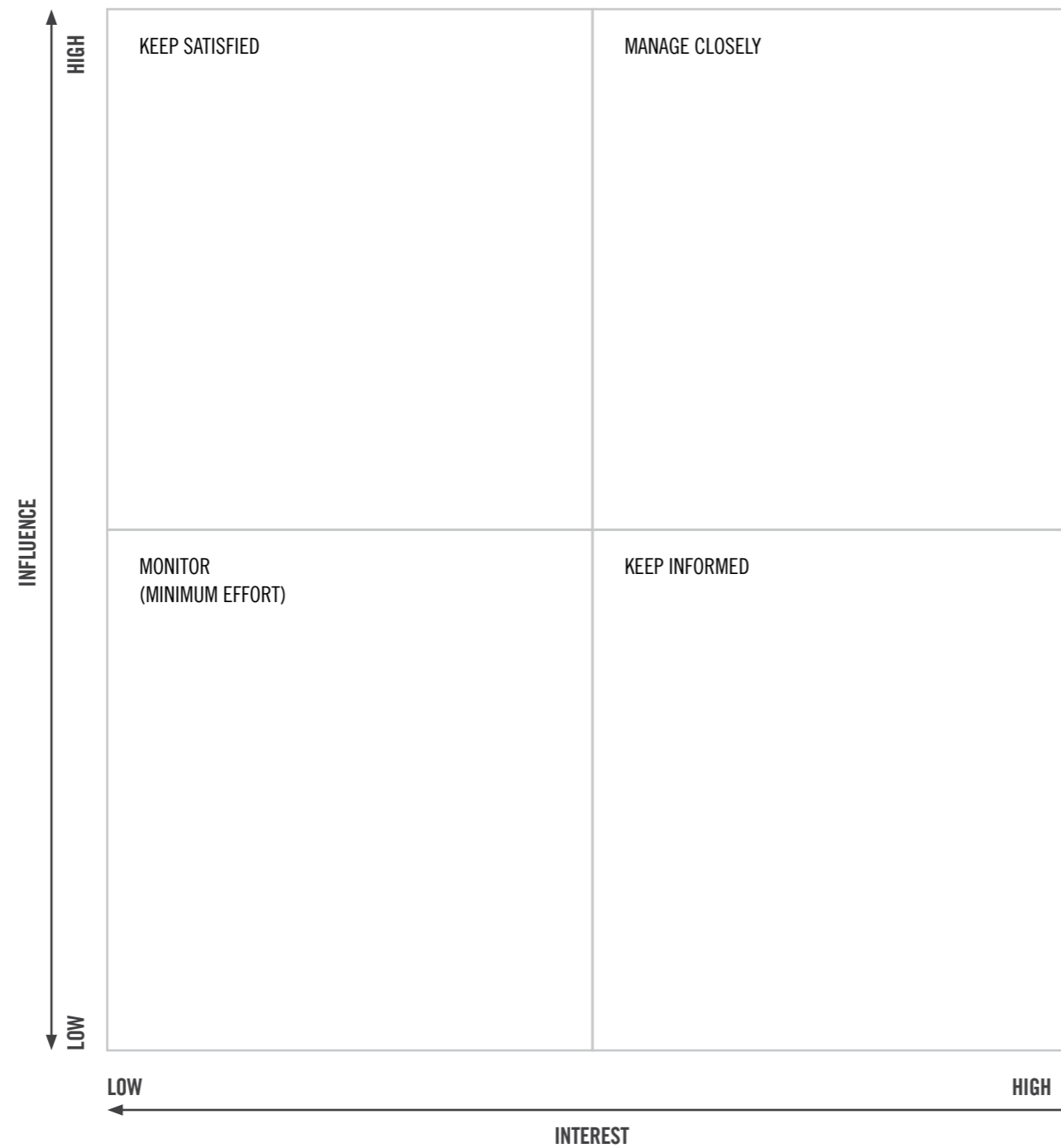
TOOL 1.

SIMPLE WORKPLAN FOR NATIONAL YOUTH STRATEGY DEVELOPMENT

TASK	TIMELINE	WHO IS RESPONSIBLE	WHO ELSE NEEDS TO BE INVOLVED	BUDGET
BACKGROUND RESEARCH				
STAKEHOLDER MAPPING & SITUATION ANALYSIS				
GOALS AND THEORY OF CHANGE				
CONSULTATIONS				
DRAFT STRATEGY				
REVIEW, REVISE AND FINALIZE STRATEGY				

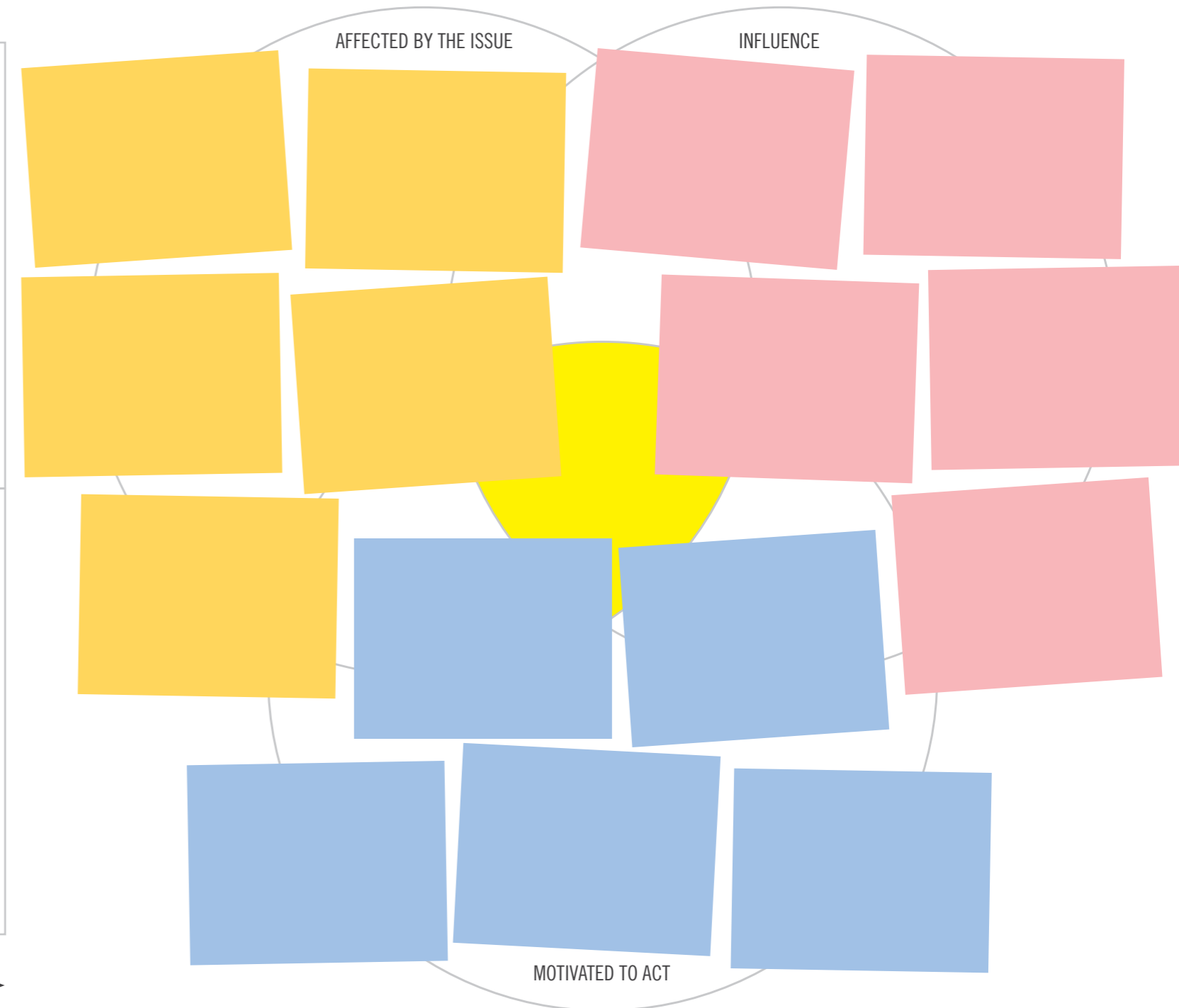
TOOL 2. STAKEHOLDER MAPPING TOOLS

STAKEHOLDER ANALYSIS MATRIX (THIS TOOL HAS BEEN DEVELOPED BY SMART SHEET)



WHO WILL YOU WORK WITH? (THIS TOOL HAS BEEN DEVELOPED BY MOBILISATION LAB)

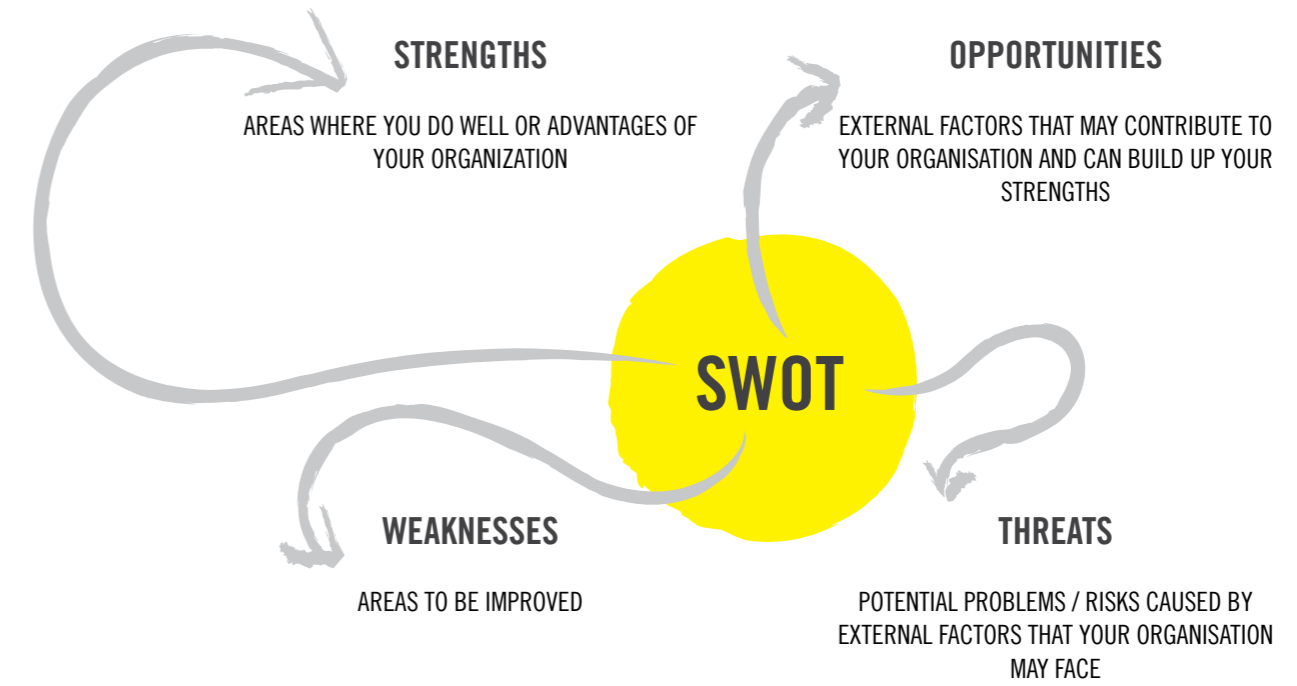
- Write down on post-it notes all of the allies, partners, influencers and groups of people you think will be key in realizing your Strategy.
- For each sticky note ask the team to decide where the individual or group falls with the diagram below.
- Once all the sticky notes are on the diagram, ask the team which groups seem most important to work with.
- Stakeholders don't all have to fall at the intersection of the three diagrams; however, they all should be motivated to act and have a good mix of influencers and people affected by the issue.



TOOL 3. SWOT ANALYSIS

SWOT ANALYSIS (THIS TOOL HAS BEEN DEVELOPED BY DEVELOPMENT IMPACT 4 YOU)

Reference for more details:
diytoolkit.org/media/SWOT-A4.pdf



STRENGTHS

- What do you do better than anyone else?
- What makes you unique?
- What unique or lowest-cost resources can you draw upon that others can't?
- What do people in your market see as your strengths?

WEAKNESSES

- What could you improve?
- What should you avoid?
- What are things that users might see as weaknesses?

INTERNAL FACTORS

OPPORTUNITIES

- Do people have a need?
- Do people prefer something else?
- Are there any changes in technology?
- Are there changes in government policy?

THREATS

- What challenges do you face?
- What are your competitors doing?
- Is changing technology making things difficult?
- Is there an issue with finances?

EXTERNAL FACTORS

TOOL 4.

PROBLEM SOLUTION TREE METHODOLOGY

This methodology is adapted from: **Respect My Rights, Respect My Dignity: Module Three – Sexual and Reproductive Rights Are Human Rights** (www.amnesty.org/en/documents/act30/0010/2015/en)

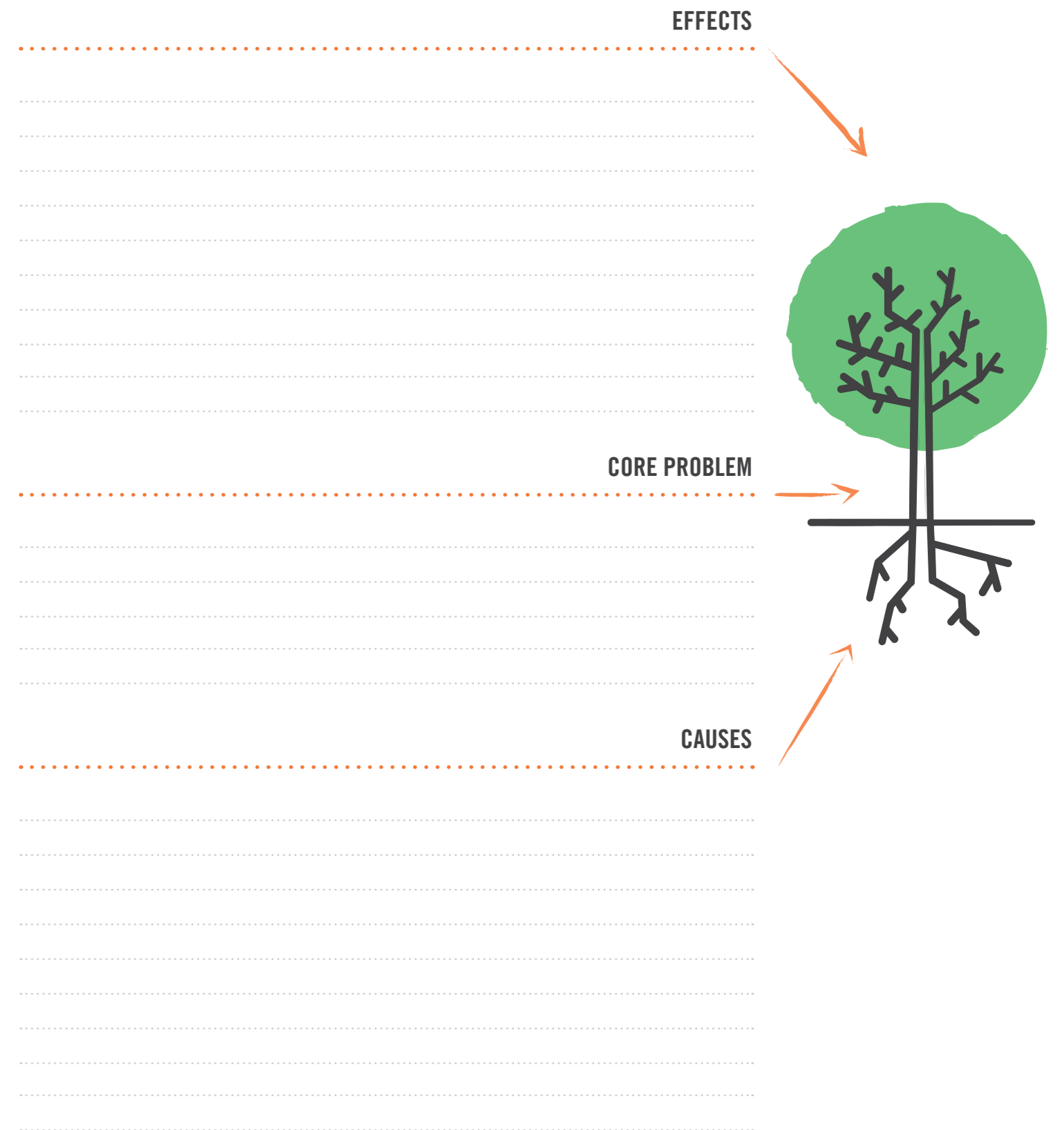
Other templates you can use are developed by Mobilisation Lab as Problem Diagram: mobilisationlab.org/wp-content/uploads/2017/02/A4-ProblemDiagram.pdf
Reference for more details on PAGE 13: mobilisationlab.org/wp-content/uploads/2017/03/CA-define-final.pdf

GROUP WORK: PROBLEM TREE

- Divide participants in small groups of four to six and give each group a piece of flipchart paper with a tree drawn on it entitled “problem tree”.
- Ask each group to select for discussion one problem from those identified in the previous step. Draw or write the problem in the trunk of the tree.
- Encourage participants to discuss the immediate causes of the problem by asking “Why do you think this happens?”
- Draw or write each cause as the roots of the tree.
- For each of the immediate causes, encourage participants to identify the underlying causes by asking again “Why does this happen?” Add another connected root, until all of the possible underlying causes have been identified.
- Encourage participants to identify the immediate effects of the problem. Ask “What happens next?” Draw or write each effect above as the branches of the tree.
- Follow the same process as before, this time until all of the possible effects have been identified. Keep asking: “What happens after that?”

GROUP WORK: SOLUTION TREE

- Select one of the problems which participants want to address and put that problem tree on the wall.
- Cover another wall with paper and draw another large tree; entitle it “solution tree”.
- Now ask participants to consider the causes and effects that are identified on the problem tree and write solutions on leaf-shaped pieces of paper and stick these on to the solution tree.
- Group together any solutions that are similar.
- Agree which solutions would be easy and those that would be more difficult to achieve.
- The solutions to the problems represent the change you would like to see and could be one of the areas you focus on in your National Youth Strategy.



TOOL 5.

SYSTEM MAPPING TOOL

SYSTEM MAPPING TOOL (THIS TOOL HAS BEEN DEVELOPED BY MOBILISATION LAB)

By attempting to map the full system (to the extent possible) which we want to change — whatever the problem is that we've identified, there's a system of people, groups and other forces that act to make that problem exist — we are better positioned to understand the key relationships which, if shifted, could change the entire system.

(Mobilisation Lab)

Reference for more details on PAGE 23:
mobilisationlab.org/wp-content/uploads/2017/03/CA-define-final.pdf

- PURPOSE OF THIS EXERCISE:**
 Understanding the people and systems that make up the problem you're tackling related to your youth work and identifying disruptive trends, stakeholders and opportunities for your youth work at national level.
- KEY DIFFERENCE FROM POWER MAP:**
 A focus on relationships between actors, rather than on the actors themselves.
- EXPECTED OUTCOMES:**
 A picture of the people and relationships that maintain the status quo and how to identify current and potential disruptions to this system.

CURRENT SYSTEM

- WHO AND WHAT MAINTAINS OR ADVANCES THE STATUS QUO?
- WHAT ARE THE KEY RELATIONSHIPS?
- WHO HAS POWER IN THIS SCENARIO?

↑
 WHICH RELATIONSHIPS THAT YOU IDENTIFY ARE SYSTEM CRITICAL?

WHAT SUPPORTS

WHO OR WHAT SUBSTANTIALLY SUPPORTS THE SYSTEM BUT IS NOT DIRECTLY INVOLVED IN IT? HOW?

WHO

WHO IS LOSING UNDER THE CURRENT SYSTEM?

DISRUPTIONS

Who and what is/can disrupt the current system?

Where is there disruption/vulnerability in the supporting systems?

Who wants/needs to disrupt the current system?

TOOL 6.

ICEBERG TOOL

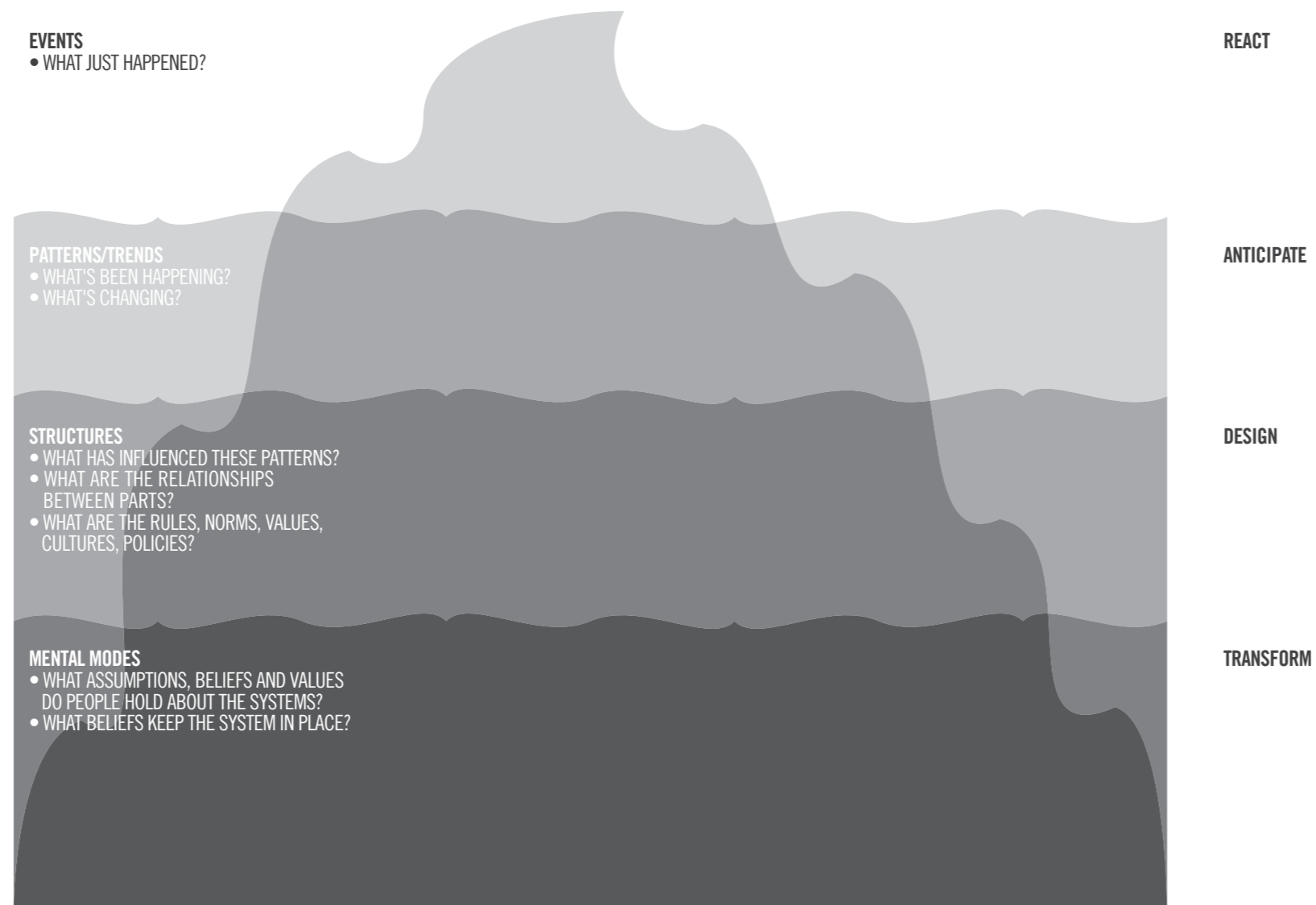
ICEBERG TOOL (THIS TOOL HAS BEEN DEVELOPED BY MOBILISATION LAB)

This tool has been developed with these guiding questions:

1. On a large drawing of the iceberg, start adding post-it notes describing what you know about the structure of the system and critical relationships. Discuss and add the rules, norms and values of the system to aim for better understanding.
2. Going one level deeper, what are the deeply held beliefs that support the current system? Are there a few key beliefs you can identify that enable the system to continue?
3. Look at what is happening now that is a product of this system: headlines, civil unrest, community struggles?
4. From this can you see any patterns about what has been happening or what is changing?

5. Now move to the responses. Is there anything happening in the system now that you need to respond to? How could you respond in a way that impacts the deeper levels of the system?
6. Based on patterns and recent changes, can you anticipate any opportunities?
7. How could you disrupt the relationships and rules of the system to design a new one?
8. And what beliefs and mindsets need to shift to transform the system?
9. From what you have learnt, can you update your strategies?

Reference for more details on PAGE 26:
mobilisationlab.org/wp-content/uploads/2017/03/CA-define-final.pdf



TOOL 7

THEORY OF CHANGE TEMPLATE

THEORY OF CHANGE TEMPLATE (THIS TOOL HAS BEEN DEVELOPED BY DEVELOPMENT IMPACT 4 YOU)

(Introduction by Development Impact 4 You)

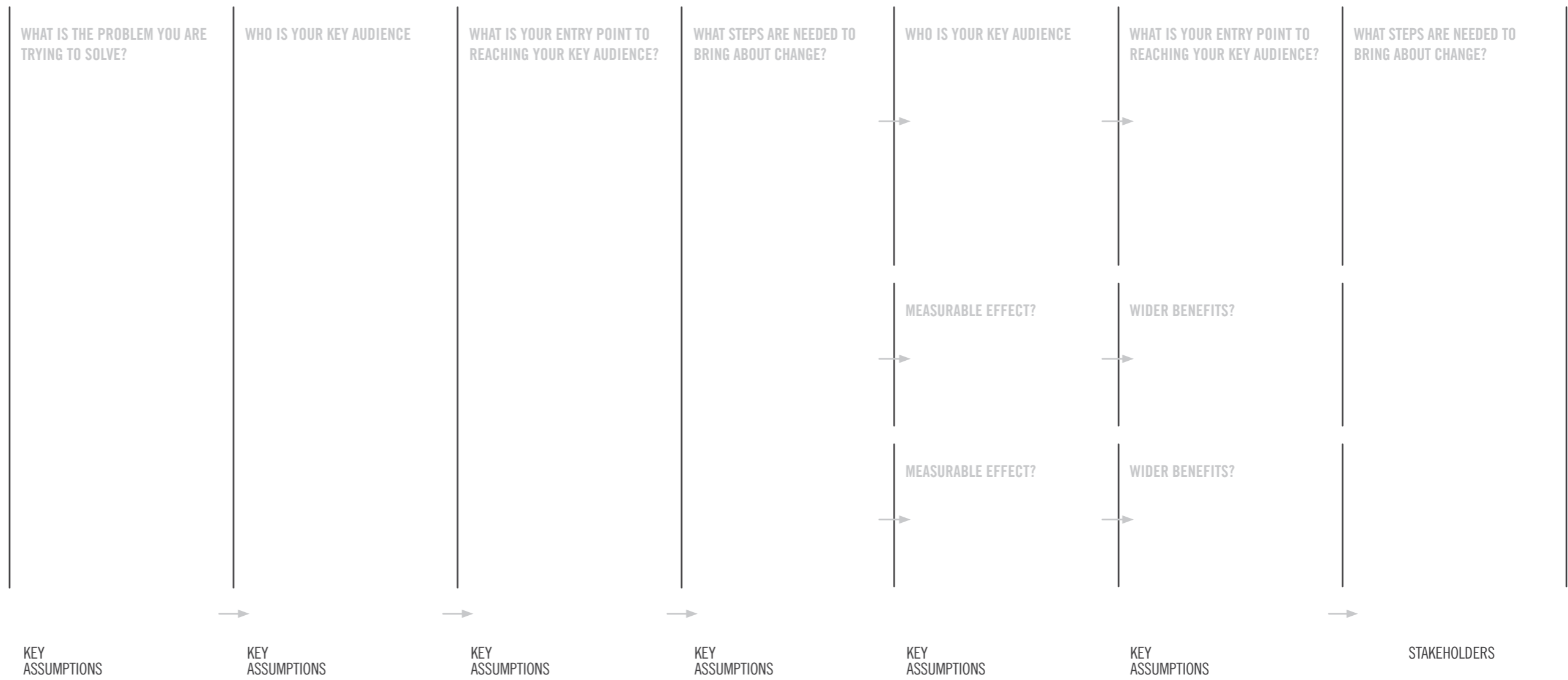
Setting up a Theory of Change is like making a roadmap that outlines the steps by which you plan to achieve your goal. It helps you define whether your work is contributing towards achieving the impact you envision, and if there is another way that you need to consider as well.

The Theory of Change tool not only helps to clearly articulate and connect your work to your bigger goal, it also allows you to spot potential risks in your plan by sharing the underlying assumptions

in each step. In large organizations, when there may be several projects running simultaneously, the Theory of Change helps to map these different projects first and then consider how they link and relate to each other.

This tool can also aid in aligning team members to the larger end goal, and help them understand their role in achieving it.

Reference for more details:
diytoolkit.org/media/Theory-of-Change-Size-A4.pdf



TOOL 8. CONSULTATION RESOURCES

Below are some tools and resources for how to run effective and impactful consultations.

Community Planning Toolkit

www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf

This toolkit provides guidance on the issues to consider when planning and designing community engagement. It focuses on quality and effectiveness, process planning and designing engagement tailored to the particular issue, level of participation to be achieved, timeframe and range of stakeholders affected. The toolkit also identifies standards for measuring quality community engagement, offers a range of activities for holding the consultation, and provides tools to help choose the right method for your consultation.

Consultation Toolkit (Save the Children)

www.savethechildren.org.uk/content/dam/global/reports/advocacy/consultation-toolkit.pdf

This is a practical guide about how to consult with children and young people on policy related issues. It is written for community workers, youth workers, teachers, local authority workers, facilitators and other organisations and individuals working with children and young people. It is also for children and young people themselves who may be involved or interested in organising a consultation exercise.

Creative youth consultation and participation toolkit (Culture Hive)

www.culturehive.co.uk/resources/creative-youth-consultation-and-participation-toolkit

This practical toolkit represents a snapshot of the research and profile raising work undertaken by the English National Youth Arts Network. It demonstrates how the arts can be used as a tool to consult with young people; showcasing practical examples and case studies from the cultural sector. It also signposts other useful resources for youth consultation.

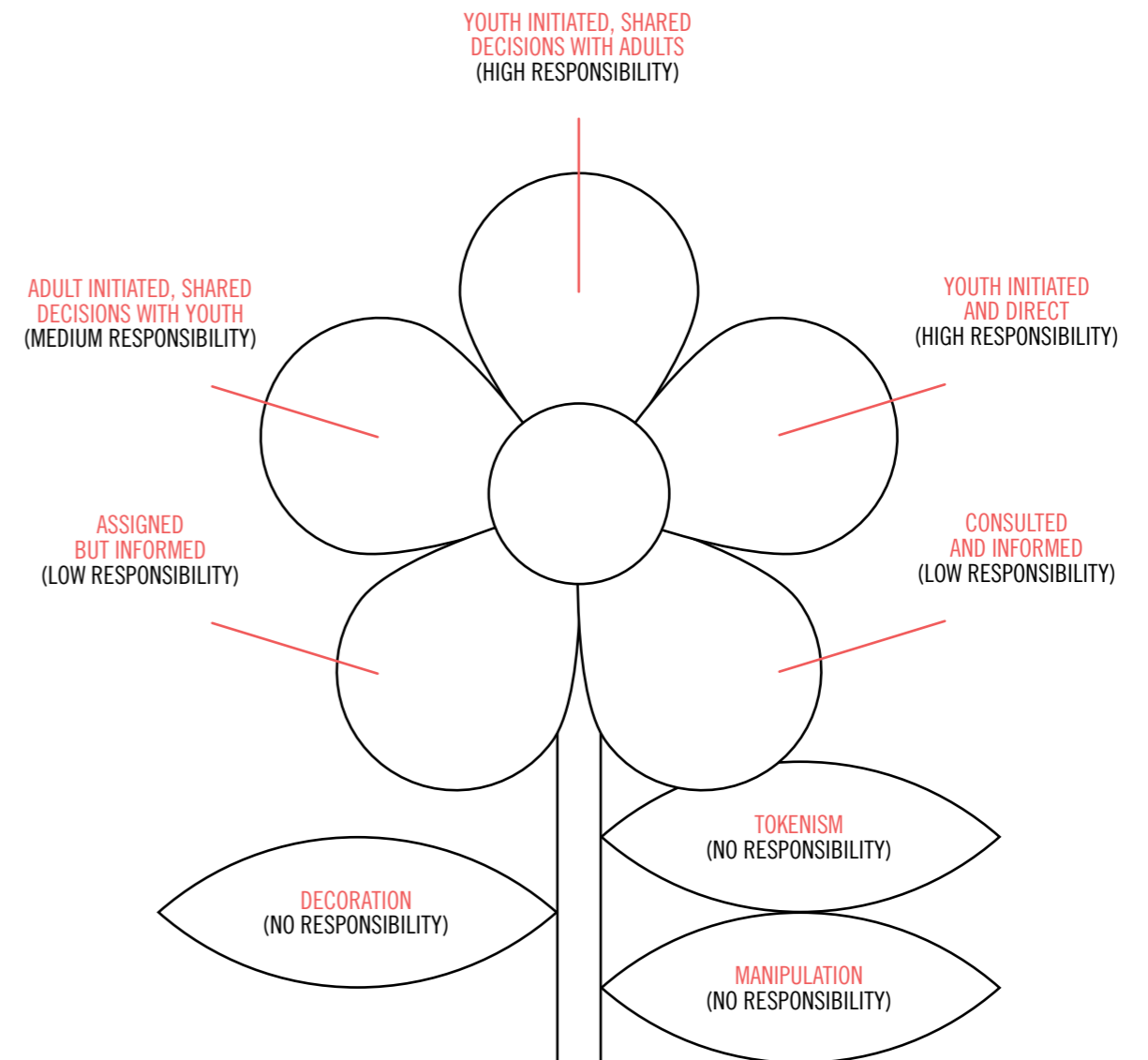
Youth Consultations for a Post-2015 Framework (Restless Development)

www.restlessdevelopment.org/file/post-mdg-youth-consultation-toolkit-pdf

This toolkit has been designed to facilitate conversations with young people around the world on the subject of the post-2015 development framework, i.e. what should follow the Millennium Development Goals. It was informed by specific input from partners in Sierra Leone, India, Nepal, Colombia, the United Kingdom, Kyrgyzstan, Croatia, Kenya, Romania, the Philippines, Ghana and Tanzania, but could be used by any youth organisation in any country wishing to stimulate conversation about a new development framework and what that would look like for young people.

TOOL 9. THE FLOWER OF PARTICIPATION

BASED ON THE THEORY OF THE LADDER OF PARTICIPATION BY ROGER HART.
DEVELOPED BY CHOICE FOR YOUTH & SEXUALITY AND YOUACT.



TOOL 10.

RESOURCES FOR INVOLVEMENT OF CHILDREN AND ADOLESCENTS

COMPILED BY UNICEF: www.unicef.org/adolescence/cypguide/resourceguide_ethics.html

Minimum Standards for Consulting with Children, Inter-Agency Working Group on Children's Participation

www.crin.org/en/docs/participation.pdf

The Minimum Standards on Consulting with Children and the associated Operations Manual were developed as part of a process to ensure meaningful and high-quality children's participation in the UN Study on Violence against Children East Asia and the Pacific Regional Consultation and associated meetings. Thus, many individuals, especially children and technical experts, as well as national and international non-governmental organizations and intergovernmental organizations have contributed to, provided invaluable advice on and otherwise influenced the final text. This is a major contribution to global efforts to increase the quality and effectiveness of children's participation, based on systematic experiences in preparing children for meetings, facilitating representative selection of children, ways of involving them in adult discussions, modes of facilitating their contributions and including these in outcome documents.

Conducting research with war-affected and displaced children, Jo Boyden

www.culturalsurvival.org/publications/cultural-survival-quarterly/conducting-research-war-affected-and-displaced-children

Research in situations of conflict can be sensitive and may affect the privacy, well-being and security of subjects. This paper explores some of the ethical and moral obligations that should be met while conducting research with children. It also addresses the ethical dilemmas that are involved in the process.

Building a Culture of Participation Involving children and young people in policy, service planning, delivery and evaluation: Research Report, PK Research Consultancy

www.gyerekesely.hu/childpoverty/docs/involving_children_report.pdf

The study reported here has three purposes: (1) To provide an overview of the range of participation activity currently being undertaken at local, regional and national levels. (2) To draw on the experiences of a sample of organisations to describe the ways in which children and young people have been involved in decision-making; to point to practice that is genuinely participatory; to identify factors that seem to promote good outcomes; and to explore ways of developing participatory organisations. (3) To report this and share it with others in order to advance thinking on participation and to assist in moving organisations towards cultures and infrastructures which will sustain and embed the participation of children and young people. This research report is accompanied by a Handbook., addressed to management and staff at different levels within an organisation and aims to stimulate thinking; offer useful ideas about how to actively involve children and young people in decision-making; and to encourage organisations to explore how they can develop a more participatory culture.

RBM and Children's Participation: A Guide to Incorporating Child Participation Results into CIDA Programs, CIDA Child Protection Unit

bettercarenetwork.org/library/principles-of-good-care-practices/child-participation/rbm-and-childrens-participation-a-guide-to-incorporating-child-participation-results-into-cida

This guide was developed to help CIDA staff and development partners incorporate child participation results into relevant project and program plans, in keeping with CIDA's policy and practice of ResultsBased Management (RBM). The guide and its tools were developed based on the needs of stakeholders within CIDA who are currently involved in implementing projects involving child participation.

Child and Youth Participation Guide, UNICEF

www.unicef.org/adolescence/index_38074.html

This Child and Youth Participation Resource Guide was jointly compiled by UNICEF East Asia and the Pacific Regional Office and published in June 2006, as a response to a growing need to organize the large and diverse literature on children's participation. It provides information on publications that focus on the protection of children and adolescents from exploitation, violence and abuse, child and youth participation in community and national programmes, HIV prevention, health, hygiene and sanitation and more. This document is divided into several sections focusing on different areas in which the participation of children and youth have been prominent. In each section the author, title and brief summary of the document is included and hyperlinks are given for the full text PDF version for each publication. The link will lead you to an outside web platform. An e-mail address of the appropriate contact person has been provided when the publication cannot be directly linked. Please contact this individual/organization to acquire the document.

Practice standards in children's participation, Save the Children

resourcecentre.savethechildren.net/sites/default/files/documents/3017.pdf

This briefing document outlines Save the Children's practice standards in children's participation and discusses how to meet those standards. These practice standards have been developed through years of experience supporting children's participation at both the local and global levels. This final set of standards is based on feedback and consultations with Save the Children staff, partner organisations and children in various countries and community settings.

Practice Standards in Children's Participation: A user friendly summary, Save the Children

resourcecentre.savethechildren.net/library/practice-standards-childrens-participation-user-friendly-summary

A child friendly summary of the report "Practice Standards in Children's Participation", which sums up what children can expect of Save the Children's staff and partners in their child participation practice. These Practice Standards apply to all Save the Children's child participation work and represent the minimum expectations of the ways in which staff should behave and operate. The publication focuses on 7 practice standards, which are explained throughout the brochure in a user friendly way. 1. An ethical approach; 2. Children's participation is relevant and voluntary; 3. A child-friendly, enabling environment; 4. Equality of opportunity; 5. Staff are effective and confident; 6. Participation promotes the safety and protection of children; and 7. Ensuring follow-up and evaluation

NOTES

REMEMBER THAT BUILDING TRUST AND HIGHLIGHTING THE RELEVANCE OF YOUTH-RELATED WORK ON AN ONGOING BASIS MAKES IMPLEMENTATION OF THE NATIONAL YOUTH STRATEGY EASIER!



INTERSECTIONALITY, DIVERSITY, TRUST
REALIZATION OF RIGHTS
INTERGENERATIONAL RESPECT
SAFEGUARDING YOUNG HUMAN RIGHTS DEFENDERS
INTEGRATION, MEANINGFUL ENGAGEMENT
EMPOWERMENT, ACTIVE PARTICIPATION
YOUTH LEADERSHIP
REALIZATION OF RIGHTS, RESPECT
SAFEGUARDING YOUNG HUMAN RIGHTS DEFENDERS, INTERGENERATIONAL RESPECT
PARTNERSHIPS, TRUST, RESPECT, PARTICIPATION
INTERGENERATIONAL RESPECT

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