



SCALING STRATEGY

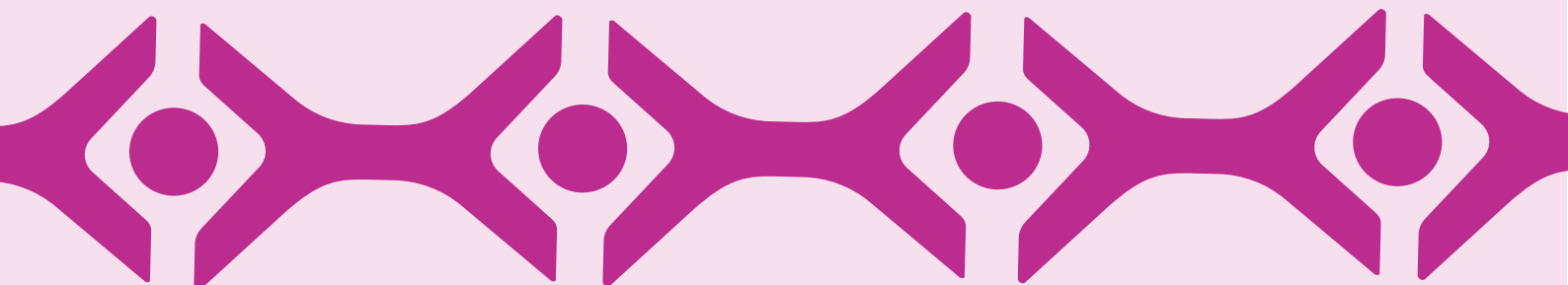
YOUTH CHALLENGE FUND



DECEMBER 2021

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The Youth Challenge Fund (YCF) is an inclusive, competitive, flexible and participatory fund targeting girls and youth (15-30 years of age) in West and Central Africa. After the pilot phase of the YCF, Plan International engaged youth activists to review and learn from this first phase through a learning process. This learning process focused on how to improve the responsiveness, flexibility, impact and inclusiveness of the fund while better aligning with the needs of youth activists.

Based on the outcomes of this learning process, a the YCF model was revised to better align with key principles of the YCF:

- Ownership: the YCF calls girls/young people to drive the initiative and lead the selection process and the YCF network.
- Respect: the YCF will respect that girl and youth-led groups know best about what they need to survive and flourish. Plan International will be a flexible partner and will adapt our own procedures to their realities as is needed.
- Gender transformative: the YCF will fund groups and organizations that align with Plan International in terms of

transforming gender inequality. An intersectional gender and inclusion lens must be evident.

- Boldness: the YCF speaks girls and youth language, is designed for creative and non-conventional projects and challenge status quo in meaningfully engaging youth through its model, principles, procedures and mechanism.
- Empowerment: the YCF will encourage girls/youth to design creative local solutions to change the outcomes for the most vulnerable.
- Influence: with a huge scale up potential, the YCF showcases inspirational girls/young role models to leverage partnerships and resources.
- Flexibility: it not just for funding projects, but a mechanism enabling to strengthen their groups and organizations and ensuring they survive this crisis. Adapt internal mechanism to fit the YCF modalities and model.
- Reporting: it should be light and youth friendly.

In particular, issues around ownership, influence, flexibility and reporting were critically important to youth grantees.

The infographic is a circular diagram with three main nodes connected by a central orange line. Node 1 (top) is purple and orange, Node 2 (middle) is orange, and Node 3 (bottom) is purple. A fourth node on the left, labeled '03', is white with a purple border. Each node has a corresponding text box to its right. Node 1's box is white with a purple border and a dollar sign icon. Node 2's box is white with an orange border and a diploma icon. Node 3's box is white with a purple border and a group of people icon. The background is a light pink gradient.

1

THREE-TIERED FUNDING APPROACH

The three-tiered funding approach provides youth activists the opportunity to receive up to three rounds of funding of increasing size, each implemented over a year, to support scaling and sustainability. These rounds of funding are:

- **Proof of Concept: 5,000 Euro per group**
- **Scaling: 7,000 Euro per group**
- **Laureate: 10,000 Euro per group**

Each level of funding will be available each year, with a tailored application process. While any group who successfully implements the Proof of Concept stage is eligible for additional funding, each subsequent level of funding has specific requirements. For Scaling funding, the group must demonstrate how they will scale their project or approach. Likewise, scaling must be demonstrated to be eligible for Laureate funding. To receive Laureate funding, a group must show how they will use the funding for sustainability. A group that successfully completes all three rounds of funding becomes a YCF Laureate.



2

YOUTH LAUREATES

Youth groups successfully completing three funding rounds with a demonstrable level of capacity, scale and sustainability become YCF Laureates. YCF Laureates will provide mentoring and coaching to current YCF grantees on reporting, communication and technical areas. Youth Laureates are compensated in different ways, for example, by being eligible for scholarships to attend workshops or conferences, through exchange opportunities, by benefiting from training or other opportunities, and through remuneration.



3

YOUTH NETWORK

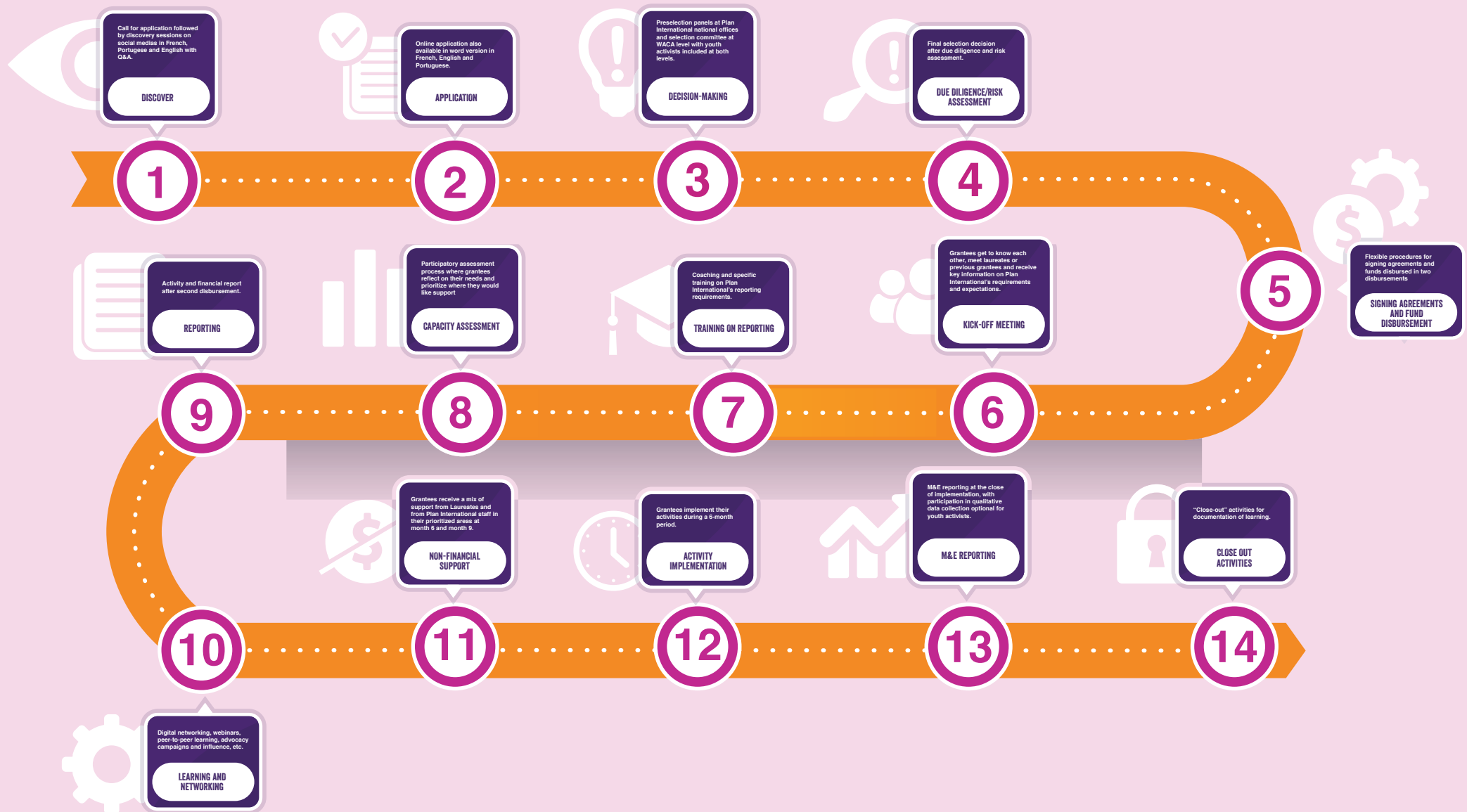
Brings together current and past grantees in an online portal for influence, advocacy, voice-raising and formal as well as peer-to-peer learning opportunities.



03

Three new concepts included in the model

REVISED STEPS OF THE YCF MODEL



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This strategy focus on the both the internal adjustments and adaptations that Plan International must make for the YCF to succeed on multiple levels of influence,

empowerment and impact, as well as the external or outward facing approaches Plan International must use to fund and scale the YCF.



II. INTERNAL

The greatest challenge facing Plan International is to align internal policies, procedures and attitudes with the guiding principles of the YCF. Plan International, as with most International NGOs, has a myriad of financial and reporting requirements that make it extremely difficult to implement youth-led funding intended to be flexible, accessible to all skill and education levels, and inclusive of youth with different experiences and different capacities.

For Plan International to provide leadership in the sector of youth-led funding – critical for attracting the external resources necessary to scale the YCF – Plan International must provide thought leadership on how organizations – especially those bound by strict internal control policies – are still able to elevate youth leadership, achieve flexible, responsive approaches, keep reporting to a minimum, and achieve influence regionally and within the sector – all while mitigating risk. If Plan International is able to provide concrete, adaptable models to the sector to encourage youth resourcing, then Plan International

"The country office must be aware of the enormous structural differences between Plan International and [youth organizations] that have neither the structure, nor the staff, nor the experience of accountability that we usually require administratively and financially in Plan. This implies that Plan should not only provide accompaniment but should also be flexible and be a mentor so that the organizations are strengthened and are not only the executing arm of a project. It is also important to know what Plan needs to support the partners. Capacity building is needed in both partners and Plan to build more symmetrical partnership relationships."

YAZMIN ORTIZ, Regional Coordinator of Youth Program, Latin America

will help ensconce its role as a vital thought leader.

In this section, we outline the different ways internal practices must shift to enable the YCF to function as planned:

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1. VISIONING AND LEADERSHIP

For Plan International to fulfill an objective of thought leadership and influencing on youth resourcing, it is necessary for Plan International to vision what its intended role is in the sector, and for Plan International WACA leadership – at both a regional and country level – to fully engage in realizing that vision. The Plan International vision may include:

- Gender transformative relationships between Plan International staff and youth grantees, within youth grantee organizations, and between youth grantees and communities. This means that Plan International country and regional staff should “live” this vision by applying gender transformative concepts to their relationships with youth grantees. Coaching should also be provided to help youth grantees apply and live these concepts with communities.
- Facilitating the availability of resources when groups need them to address known needs

- Engaging with youth as partners and leaders instead of subordinates
- Learning from and leveraging youth expertise
- Trust and confidence in youth reflected in financial and activity reporting requirements
- Catalyzing innovation and influence at scale
- Acting as a partner in risk and influence, and not just a donor

Identification and implementation of this vision is critical to achieve the objective of Plan International as thought leader in the youth resourcing sector, which is in turn

*Feedback during this review process from the Regional Youth Program captured this (unofficial) vision: “**Plan International is a relevant and reliable partner for Youth in all its diversity, different from others that is not only a donor and accountable, but a partner that takes risks, shares them, learns from them and seeks mechanisms to strengthen and strengthen itself, promoting joint and safe working spaces that contribute to civil society and the fulfillment of human rights.**”*

YAZMIN ORTIZ

critical to mobilize the necessary resources to ensure that scaling the YCF is a reality.

For the vision to be implemented, leadership across WACA at regional and country levels must provide leadership on this vision. This will require that WACA leadership

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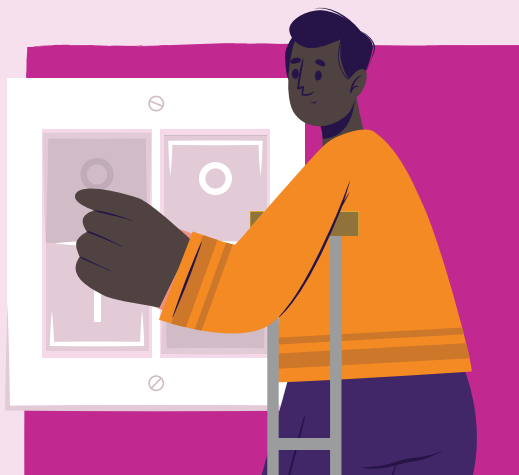
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insists that staff communication and engagement with youth activists aligns with YCF core principles, that policies and procedures reflect the trust and commitment to youth resourcing, and that youth take more significant leadership and expertise roles not only within YCF but in the larger work of the organization. This means that youth leadership and inclusion should not be limited only to youth resourcing or youth focused grants, but rather youth should be included and have a voice in all aspects of Plan International's programming portfolio, giving their expertise and influencing how Plan International works and creates impact.



2. SHIFTING ATTITUDES

Establishing and maintaining “youth focused” leadership by WACA regional and country staff is a critical element necessary for the last piece of the internal strategy, which is shifting attitudes. Along with a robust vision and policies and procedures that align with YCF principles, attitudes must change at all levels of the organization. And this shift in attitudes must occur first with leadership, because leadership must coach other staff

members on what it means to be youth focused. In effect, the YCF principles must become the principles of the organization to achieve transformative, youth-led change. This focus can further facilitate the elevation and prioritization of the needs, priorities and solutions of girls for girls by being both youth and girl-led. One of the greatest challenges faced by Plan International is how to engage and support youth activists as partners and as equals. The nature of a funding relationship can automatically create inequalities. Therefore, Plan International must be especially aware of the needs of youth activists and create regular opportunities to provide feedback and voice regarding YCF, and be open and equitable in listening to, adopting and adapting based on that feedback.

Financial management, reporting overall – including M&E – and risk management provide important examples of the role of leadership on the implementing the vision and principles necessary to achieve youth resourcing, as well as how shifting attitudes at all levels of Plan International is critical for realization of that vision. For example, while a simplified M&E tool with clear instructions and minimal financial reporting requirements are POSSIBLE within Plan International's current internal policies, the default of staff is to insist that something more complex, stringent, and rigid is actually required. To shift these attitudes on what is possible requires the clear vision and leadership, as well as promoting clear alternatives and identifying models and examples.

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3. FINANCIAL MANAGEMENT

During the YCF pilot, financial policies and procedures did not align with key YCF principles of flexibility and light reporting. Instead, financial policies and procedures were rigid and restrictive. For example, grantees were required to submit proforma invoices prior to carrying out simple purchases, and in some cases, originals had to be submitted, requiring travel to the Plan International office. Three bids were also required for small purchases, creating an undue burden on youth grantees and contradicting the principle of flexibility. Financial reporting also required the submission of original receipts, again, creating an undue burden.

Plan International's Equality Accelerator in Brazil and Guatemala created a model that is more flexible and responsive, allowing youth grantees greater autonomy and control over decision making. Key tenants of this more flexible approach include:

- Budget submitted at time of due diligence and funding disbursement process; budget approved at this time and serves as a guiding document
- No proforma need to be approved, budget is flexible to use as long as related to project. Grantee must keep a clear record of expenses including any loss of funds or fraud. Any fraud must be reported.
- Receipts and invoices should be kept for any expenses over 30 euros, and receipts can be requested at any time by Plan International.
- Twice over the funding cycle groups had to report on their progress. The second funding disbursement is dependent on the first report.
- While the Equality Accelerator model and documentation exist, the greater challenge for Plan International, especially in the West and Central Africa Region, is to apply the model and guidance consistently across countries, ensuring adoption down to finance managers in country who are often those approving disbursements and reporting, and are often potentially at odds with programming staff. Therefore, Plan International must invest in sufficient training of programming, administrative and finance staff at all levels to ensure consistent adoption and buy-in.

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4. REPORTING

As with financial management, both financial and activity reporting is another area that youth grantees felt that the principles of flexibility and light reporting requirements did not align with the reality of Plan International's expectations. Youth grantees reporting feeling that reporting requirements were not adequately explained, and that they were expected to report at a "professional" level. Reporting requirements must reflect what is necessary, as well as align with the principle of "light" reporting. A simplified narrative reporting template should be developed, with only two reporting periods required – at month 6 and month 9. This brief narrative report should not be more than one page. Simplified M&E reporting should be collected once at Month 10, with any qualitative (focus groups, interviews) data collection made optional for groups. During the pilot YCF M&E reporting was burdensome, with unclear and often convoluted requests. Groups participated in multiple, similar qualitative data collection processes with little clear usefulness to the group.

To also encourage clarity and transparency, a training in reporting requirements – financial, narrative

and M&E – is proposed for the period immediately following disbursements. This allows for groups to have greater visibility on what is required over the entire project period.



5. RISK MITIGATION

YCF can only succeed in the long run – and Plan International will only be capable of fulfilling its thought leadership role in the sector of youth resourcing – if risk is adequately mitigated, in terms of financial risk, but also in terms of protection and safeguarding.

Financial risk is mitigated by limiting the amounts of the grants, as well as putting flexible procedures in place that allow for adequate review and control as needed. Relationship building between Plan International country offices and youth grantees through a more comprehensive and structured non-financial capacity building approach is important, as is regular mentoring from YCF Youth Laureates. Multiple rounds of funding opportunities also allow for Plan International to carry out necessary financial controls

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between funding approvals.

For mitigation of protection and safe-guarding risks, Equality Accelerator's approach to combine necessary due diligence with the disbursement process ensures that adequate due diligence occurs while also allowing for a more rapid and streamlined process. In Equality Accelerator's approach, the due diligence process included:

- Social media check
- Criminal record check
- Check age, nationality, consent, registration / not
- Church or government affiliation / sponsorship
- Leadership (girls, women, youth) and alignment with Plan International's vision
- Reference calls
- Documentation review

At the same, youth groups submit budgets for review and approval and pick disbursement modalities. Once due diligence is complete, disbursements can quickly follow.

For safeguarding and protection concerns, all grantees should receive training in Plan International's policies and standards, as well as sign Plan International's standard forms. On-going support on safeguarding and protection through non-financial support channels is also recommended, with a coaching approach used to co-analyze potential risks and identify solutions.

A shift in attitudes around risk mitigation is also important, with Plan International country programs engaged as partners and mentors, and not as donors or monitors of program activities.

See Annex 1: Overview of Internal Process to Align with Youth Resourcing, as provided by Yazmin Ortiz from Regional Youth Program, Plan International, Latin America. She provides insight into how vision, leadership and commitment must align and drive changes in internal attitudes, practices, policies and procedures – and that without the first there cannot be the second.



Plan International brings a certain gravitas and influence within the sector of youth resourcing given its global mandate and entry into often exclusive circles. This can

be a strategic selling point/value proposition for Plan International when approaching potential partners. When approaching potential donors, Plan International's

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value proposition should center around its robust learning, its commitment to youth-led change and influence, and its elevation of youth not only as grantees but as real partners. The Youth Challenge Fund, Equality Accelerator and Regional Youth Program all provide evidence of Plan International's commitment to, and success with, youth resourcing and youth-led change.



1. TRENDS IN YOUTH RESOURCING

There are four main trends currently in funding and supporting youth:

1. Localization
2. Youth as Partner
3. Focus on Employment and Skills Building, not on youth-led priorities
4. Direct funding of youth through youth resourcing and youth-led development

Localization

Historically, nearly all bi-lateral and multi-lateral aid, aid from foundations, and aid flowing

through international organizations, was given to the “global North” to then flow down to the “global South.” Global South organizations received limited portions of this aid, and were often treated as less than, incapable, and sub-ordinate. It is only in the last few years that this global paradigm of aid is beginning to be openly questioned, recognizing that top-down funding relationships perpetuate colonialism and white supremacy. Currently, “over 90% of African CSOs are largely dependent on foreign donor funding” and giving is generally driven by “Northern” perspectives regarding systems, requirements, languages and reporting mechanisms. Despite this dependency on foreign aid, only 50% of it makes it directly to African CSOs. In recent years, this paradigm has led to calls for “decolonization” of aid, recognizing that these sub-ordinated relationships perpetuate white gaze ideology visible in fundraising and communications imagery and a colonial mindset which for instance keeps African countries depending on aid. Plan International's objective to provide thought leadership on partnering and funding to support youth resourcing aligns with this push to shift paradigms and fund youth organizations directly.

Youth as Partner

Many bi-lateral donors including USAID, EU, SIDA, and others have made youth a key partner group in most funding projects, especially those focused on agriculture, economic development and addressing radical extremism. However, in this case, priorities are established by the donor and youth are included in project activities. While these development projects use the language of transformation and empowerment, these initiatives

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are not youth led and funding does not flow directly to youth grantees. The overall objective of this funding is to target youth, but not necessarily lead to networking or influence.

Employment and Skills Building

Within this larger “Youth as Partner” trend, donors, including private donors like MasterCard, have focused specifically on employment and skills building for youth. The UN is also investing heavily in youth employment and skills building, with global partnerships like “Generation Unlimited,” launched at the 73rd United Nations General Assembly, for expanded education, training and employment opportunities for young people, aged 10 to 24. The “One Stop Youth Resources Center Programme” is another initiative launched by UN-Habitat in partnership with local governments to provide employment and entrepreneurship training to youth in Africa. As with the larger trend, these funding priorities are based on an analysis of macro-economic needs and trends but do not reflect the immediate priorities of youth activists. This disconnect between youth priorities and what donors fund is often cited as a major disconnect and challenge, but also provides an opportunity for Plan International to inform and influence donor understanding of the kind of support that youth seek.

Direct Funding

There is, however, a certain group of donors comprised of local and international NGOs who are trying to bridge the gap of flexible funding to youth activists. Our research only found small funds available to support youth groups. These organizations include The Pananetugri Fund, The Fund for

Global Human Rights, FRIDA (Flexibility, Resources, Inclusivity, Action) and The Pollination Project. Amounts provided are generally small funding with the Pananetugri Fund for example that provides different levels of funding depending on certain criteria and ranging from ~3,800 Euro to ~12,000 Euro. FRIDA on the other hand, provides grants of up to \$5,000 (~4,400 euro) to groups led by young women and transgender youth. These examples demonstrate the real gap in youth resourcing. And, in this situation, Plan International, with the YCF program, currently acts as both a donor and a partner. Plan International is also in a unique position to bridge the gap between donors with more significant resources (USAID, MasterCard, UN) and very evident needs for support to the direct youth-resourcing sector. This can be achieved through influencing, networking, and demonstrated impact through evidence based models like YCF and Equality Accelerator.

The different trends in youth resourcing described above show that in general, priority areas are not being defined through a youth led approach, but rather by donors who define their funding priorities and youth are expected to follow these predefined priorities. To effectively bridge this funding gap in youth resourcing, Plan International can leverage its influence and strong global experience in youth resourcing, to convince donors like USAID and/or Mastercard Foundation to not only provide flexible funding to youth groups directly, but also provide them with larger and multiyear funding that can help them grow and sustain their organizations.

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2. POTENTIAL DONORS

Based on a list of current Plan International donors and research

NAME OF DONOR	GEOGRAPHIC ALIGNMENT	THEMATIC ALIGNMENT	OPEN APPLICATION PROCESS
Agence Française de Développement (AFD)	✓	✓	✓
CHANEL Foundation	✓	✓	✓
Coca-Cola foundation	✓	✓	✓
Comic Relief	✓	✓	✓
Denmark's development cooperation (DANIDA)	✓	✓	✓
Ford Foundation	✓	✓	✓
Global Affairs Canada (GAC)	✓	✓	✓
HDF (Human Dignity Foundation)	✓	✓	✓
Italian Agency for Development Cooperation (AICS)	✓	✓	✓
Oak Foundation	✓	✓	✓
Orange Foundation	✓	✓	✓
The Global Partnership for Education's (GPE)	✓	✓	✓
The Novo Foundation	✓	✓	✓
The Swedish International Development Cooperation Agency (SIDA)	✓	✓	✓
USAID	✓	✓	✓

done by the AEI team, over 100 organizations funding youth projects were mapped. This long list of donors was further reduced to a top 15 prioritized donors focusing on those who currently work with Plan International and/or fund organizations like Plan International and align with three specific criteria related to the YCF concept. These three criteria are geographic coverage, thematic alignment and open application process. The 15 prioritized donors are presented in the table below:



3. POTENTIAL PARTNERS

A list of nine potential partners (not exhaustive) with whom Plan International can partner to influence and leverage combined expertise is proposed in the table below. Plan International's value proposition for the YCF is strengthened by working with both strong local partners like Action

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Health Incorporated or The Strategic Youth Network for Development and/or strong thematic partners like AWID and The Representation Project. Local partners can expand Plan International's reach, provide opportunities for networking and influence, and could cover some aspects of non-financial support. Thematic partners can provide specific non-financial support focused on gender transformation



(AWID) or social media/advocacy capacity building (The Representation Project). Some partners could also provide value to Plan International by facilitating access to donors with whom Plan International may not have an existing relationship, or by further providing youth-led credibility to the YCF initiative.

The nine potential partners are:

NAME OF ORGANIZATION	BRIEF DESCRIPTION AND RELEVANT ACTIVITIES
Action Health Incorporated (AHI)	AHI is a Nigerian NGO dedicated to promoting young people's health and development to ensure their successful transition to healthy and productive adulthood. Their activities include the promotion and protection of young people's sexual and reproductive health. The organization receives supports from donors including the Ford Foundation and MacArthur Foundation.
The Association for Women's Rights in Development (AWID)	AWID is a global, feminist, membership, movement-support organization working to achieve gender justice and women's human rights worldwide. AWID currently has over 6,000 members, from over 180 countries. Members are part of a powerful base of feminist, women's rights and gender justice defenders, activists and allies, connecting, exchanging, learning and acting together for transformative change.
Disability Rights Fund	The Disability Rights Fund is making a difference in the lives of persons with disabilities. Since 2008, the fund made \$40.3 million in grants in 38 countries to 409 organizations of persons with disabilities (OPDs) working on rights campaigns. They also have current relationships with some important donors proposed above including The Ford Foundation, Oak Foundation, CHANEL Foundation.
Mama Cash	Mama Cash supports women, girls and trans people and intersex people who fight for their rights. Activists who tirelessly and fearlessly make their voices heard. Who criticize oppressive or restrictive norms and practices, and lobby for fair laws. Mama Cash gives grants to over 150 forward-thinking initiatives led by women, girls, trans people and intersex people around the world annually and has the flexibility to fund anywhere in the world.
Purposeful	Purposeful is a feminist hub for girls' activism, rooted in Africa and working all around the world. They initiated the "With and for Girls Fund" which is the world's first Africa-rooted global fund for girls activists and their allies, resourcing girls' resistance across the globe.
Social Change Factory	Social Change Factory (SCF) is a civic leadership center that works for the empowerment, emancipation, engagement and advancement of youth in Africa. Headquartered in Senegal, they work with and for youth to address issues related to education, active citizenship and socio-economic inclusion.
The Global Fund for Women	The Global Fund for Women offers flexible feminist funding and support to fuel collective action and create meaningful change that will last beyond our lifetimes. They also provide multi-year funding to allow groups to plan ahead and stay agile.
The Representation Project	The Representation Project train youth on how to use media to spark social change through their Youth Media Lab, a community of young people dedicated to harnessing the power of positive media for gender justice. With the Youth Media Lab, youth learn how to create videos, podcasts, blogs, v-logs, and other forms of media.
The Strategic Youth Network for Development (SYND)	SYND was established with the aim of contributing to youth development interventions in Ghana. The network's activities include training young people as key actors contributing to the planning and implementation of climate and other environmental interventions at all levels of the decision making and mobilizing young people for non-violent demonstrations or walk-in demands for climate actions.



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4. INFLUENCING YOUTH RESOURCING

Plan International is in the unique position, given its global mandate and influence, in partnership with youth laureates and youth resourcing partners, to drive discussion and advocacy on youth resourcing globally. The YCF Youth Laureate network provides an opportunity to include and involve youth leaders in participating and driving discussions on youth resourcing modalities, and in advocating for funding that supports youth interests and priorities. As part of the YCF, through the Global Hub and with partners, Plan International can provide leadership and action to catalyze innovation and influence while channeling more flexible resources directly into the hands of youth. This can all be done through a lens of promoting gender transformation and youth leadership. To do so, Plan International can use its current models including the YCF and Equality Accelerator, to demonstrate that its possible and relevant to provide flexible funds directly to youth activists.



5. IMPACT/FUNDING MODELS

To attract both partners and external resources, Plan International must make a compelling case for return on investment. This case should focus on the results from the initial pilot YCF as well as subsequent iterations to provide evidence of cost per direct participant. Plan International can also provide an overview of the total number of indirect participants also reached to give a sense of scaling.

The pilot phase of the YCF spent approximately 100,000 Euro, funding 23 groups. It should be noted that the 100,000 Euro did not reflect the administrative or programmatic costs associated with the implementation of the YCF, and these costs have not been sufficiently assessed. From the reports of the 23 groups, each group reached 500-1000 direct participants. Given the significant use of social media, 3,000 indirect participants can be estimated per group. 30% administrative and staffing costs are estimated. 20% programmatic costs are estimated, needed for implementation of the laureate network, peer-to-peer learning, and a more structured non-financial support component. It is assumed that as groups move through the program, scaling and sustaining programming, they will have a fairly consistent level of impact.

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Based on this, it is possible to run three potential scenarios, in terms of impact and funding.

Scenario 1:

1 million euros of funding over two years.

30% or 300,000 euros would go to admin and staffing costs. 20% or 200,000 euros would go to programmatic costs, as outlined above. 500,000 euros would remain for grants to youth groups, or 250,000 euros per year. This would be segmented in the following way:

	PROOF OF CONCEPT	SCALING	LAUREATE
Percent of grant	40%	30%	30%
Total grant funding allocated per year	200,000 euros	150,000 euros	150,000 euros
Amount of grant	5000 euros	7000 euros	10,000 euros
Number of grantees per year	40	20	15
Estimated direct participants per year	20-40,000	20-40,000	20-40,000
Estimated indirect participants per year	120,000	120,000	120,000
Total number of groups over 2 years	80	40	30
Total number of direct participants over 2 years	40-80,000	40-80,000	40-80,000
Total number of indirect participants over 2 years	240,000	240,000	240,000

Over 2 years, with 1 million dollars of funding, it is estimated that Plan International could reach 150 youth grantees, reaching 120,000 to 240,000 direct participants and 720,000 indirect participants.

Scenario 2:

3 million euros of funding over five years.

30% or 900,000 euros would go to admin and staffing costs. 20% or 600,000 euros would go to programmatic costs, as outlined above. 1,500,000 euros would remain for grants to youth groups, or

	PROOF OF CONCEPT	SCALING	LAUREATE
Percent of grant	40%	30%	30%
Total grant funding allocated per year	120,000 euros	90,000 euros	90,000 euros
Amount of grant	5000 euros	7000 euros	10,000 euros
Number of grantees per year	24	13	9
Estimated direct participants per year	12-24,000	12-24,000	12-24,000
Estimated indirect participants per year	72,000	72,000	72,000
Total number of groups over 2 years	120	65	45
Total number of direct participants over 2 years	60-120,000	60-120,000	60-120,000
Total number of indirect participants over 2 years	360,000	360,000	360,000

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300,000 euros per year. This would be segmented in the following way:

Over 5 years, with 3 million dollars of funding, it is estimated that Plan International could reach 230 youth grantees, reaching 180,000 to 360,000 direct participants and over 1 million indirect participants.

Scenario 3:

	PROOF OF CONCEPT	SCALING	LAUREATE
Percent of grant	40%	30%	30%
Total grant funding allocated per year	400,000 euros	300,000 euros	300,000 euros
Amount of grant	5000 euros	7000 euros	10,000 euros
Number of grantees per year	80	42	30
Estimated direct participants per year	40-80,000	40-80,000	40-80,000
Estimated indirect participants per year	240,000	240,000	240,000
Total number of groups over 2 years	400	210	150
Total number of direct participants over 2 years	200,000-400,000	200,000-400,000	200,000-400,000
Total number of indirect participants over 2 years	1.2 million	1.2 million	1.2 million

Over 5 years, with 10 million dollars of funding, it is estimated that Plan International could reach 760 youth grantees, reaching 600,000 to 1.2 million direct participants and 3.6 million indirect participants.

In terms of overall impact, it is recommended that Plan International aim to fund the YCF

10 million euros of funding over five years.

30% or 3 million euros would go to admin and staffing costs. 20% or 2 million euros would go to programmatic costs, as outlined above. 5 million euros would remain for grants to youth groups, or 1 million euros per year. This would be segmented in the following way:

at scale, with a larger grant over more years. It is likely that Plan International will reach economies of scale with a larger, longer-term grant, which will ultimately enable the allocation of more resources to youth grantees, increasing impact.

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1. ANNEX 1 – OVERVIEW OF INTERNAL PROCESS TO ALIGN WITH YOUTH RESOURCING

Step 0:

Country Decision. As part of your Strategy, decision, commitment and involvement will be required from your DC to your CMT. It is recommended to take into consideration the historical and current context of the country's youth social movements. Consider the context, conflict conditions, legal restrictions, persecution, issues of interest to youth organizations, etc. Take into consideration that you can get advice from countries that have already had the experience.

Step 1:

Know the enabling space.

Step 2:

Know our structure, administrative-financial processes, aligned or structured so that they do not contradict each other. This involves knowing what we can and cannot do according to our policies, processes and procedures. This includes standards and donor requirements.

Step 3:

Identification of organizations/collectives/movements through research and various methodologies adapted according to the basic criteria of the partnership, human rights defenders. The methods of inquiry varied from mapping,

research through networks and/or existing collectives in the field. In the JRP, different methodologies were used according to the resources of each country. See list of examples at the end of the document.

Step 4:

Establish clear selection criteria aligned with our work as an organization, regulations and minimum requirements for the execution of actions that allow us to launch an adequate call for proposals.

Step 5:

Prioritization and definition of potential partners with or without legal status. Common areas of work, interests, etc. are identified. In the case of PRJ, the process was carried out through interview panels, with a methodological guide where, through conversations, the potential partners and Plan staff spoke openly about their actions, strengths, weaknesses, etc. The selection was done through various committees.

Step 6:

Once the potential partner is selected, the due diligence process begins, which includes requesting information about the organization and its representatives with or without legal status, including anti-terrorism screening, matrix and risk analysis, and the decision is made.

Step 7:

Types of Agreements/Conventions. Each country, depending on its legislation, may have one or several models of partnership agreements with or without legal personality. It is important to have legal advisors who can guide you so that you do not fail to comply with any legal or

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tax regulations that may put some of the parties at risk. They should be drafted in simple language that clearly states the relevant elements of the commitment. We must ensure that we have an explanatory session not only of the agreement, but also of all organizational and donor policies and requirements.

At Plan we are interested in reducing risks and complying with legal regulations including tax laws, labor laws, etc. Being partners is not only about delivering resources and following up on accountability; being partners is about accompanying each other, strengthening each other, sharing experiences, working together and being vigilant so that no harm is done.

Step 8:

Disbursements and accountability. Depending on the risk analysis, planning and agreements, efforts should be made to ensure effective accompaniment in order to avoid delays in the payment and accountability process. Even to be clear about the dates for requesting funds. Since Plan is a robust organization in terms of processes and procedures, it is very easy to get lost in the bureaucracy and put operations at risk, especially if we take into account that these organizations do not usually have their own resources or great economic solvency to leverage funding. It is very important to have a simple administrative manual that we can share with our partners; good examples have been developed by the JRP countries.

Step 9:

Audits. This should be considered a positive exercise that helps to improve the justification and documentation process. For the

collectives, these experiences over time help strengthen them as an organization and provide evidence to other donors of good resource management, expanding their capacity to receive and manage resources.

Step 10:

Reporting. While it is true that reports are usually determined by the information required by the donor, it is important to note that there is a whole range of possibilities with youth collectives to innovate and present unconventional, dynamic reports that can be more effective than a traditionally written document.

Step 11:

Mutual evaluation. Although there is no single, mandatory format for COs to use, whatever mechanism or format is used, a frank and open discussion of what works and what doesn't should be a priority.

About Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. We strive for a just world for children and young people, working with them and our supporters and partners to tackle the root causes of discrimination against girls, exclusion and vulnerability.

We support children's rights from when they are born to when they reach adulthood. Using our reach, experience and knowledge, we drive changes in practice and policy at local, national and global levels and enable children and young people to prepare for and respond to crises and adversity. We have been building powerful partnerships for children for over 80 years, and are active in more than 75 countries.

We are independent of governments, religions and political parties.



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