



1

NOT ALL PRACTICES ARE INTERDEPENDENT - USE THE ONE(S) MOST RELEVANT TO YOUR ORGANISATION OR INITIATIVE

Connect the practices that make most sense to your organisation structure, ways of working, expectations, identity and your constituents needs. Not all practices must be implemented, they are not interdependent.

2

PLAN ENOUGH TIME AND BUDGET TO CO-DESIGN

CO-DESIGN: While co-design is a powerful force for creativity and collaboration, it is very important to be mindful that it requires a lot more patience and resources than a traditional programme design process made in a boardroom among 3-4 peers. **Plan enough time in advance and allocate enough budget** to ensure all participants of the process are well equipped to contribute equally in the design of the collective solution no matter their location, language and technical skills. What is truly valuable in co-design is lived experiences related to the issue to tackle, team chemistry and willingness to work towards a collective goal.

3

ACCESSIBLE APPLICATION PROCESS AND PARTICIPATORY SELECTION

SELECTION: Ensure a diverse cohort of participants in your programme, especially participants who represented historically excluded groups so they can benefit from international opportunities that they would have never had the possibility to access through traditional selection processes: only English application forms, only online forms, offers using elite jargon of non-profits or technical language, etc. For that an **accessible application process combined with a participatory decision making process** makes a selection process inclusive, transparent and authentic.

4

BE TRANSPARENT IN 3 DIFFERENT FORMATS AND TIMES

The role of programme officers in grantmaking processes are crucial as they are the first point of contact for a grantee. They must be approachable, trustworthy, and nurture a strong relationship with the grantee-partner, help them alleviate their anxiety meeting all the requirements and ease the experience for them. At the same time, they are also the first point of contact with the administrative requirements of the organisation granting the funds and/or the donor disbursement policies. This intermediary role of the programme officers within an intermediary organisation can imply a lot of pressure. To reduce the burdensome responsibility, it is recommended for all parties (donor, administrative department from the intermediary organisation and programme officer) **to provide very clear information about the requirements, processes and timelines to the grantee-partner in three different formats and in three different times to lessen the burden on the intermediary of having to fix and re-work actions and deliverables.** (Refer to: [Grant Management practice](#)). Clear and regular communications reduces the anxiety a grant management process might create and can strengthen the relationship between the programme officer and grantee, and increase trust between the social movement receiving the support and the intermediary or grant making organisation providing the support.

5

DEDICATE TIME TO GET TO KNOW GRANTEE-PARTNERS AT A PERSONAL LEVEL

The onboarding and needs assessment phase is fundamental because it is the beginning of a new relationship. This phase is about **listening, knowing and understanding each individual who is part of the project**, what their needs are, where they come from, etc. Once their vision and purpose is clear to you, you can start brainstorming together and building what are the options that could support their journey to strengthen their development as activists and their movements. **It is important to conduct this 'getting to know each other' phase bilaterally grantee-partner and programme officer as well as in group all grantee-partners together.** All YAL participants indicated that the opportunity to exchange with peers stories, contexts, struggles, and needs was very inspiring to improve how they phrase or narrate their vision and purpose.

6

EMPOWERING GRANTEE-PARTNERS THROUGH CO-CREATION OF TECHNICAL ASSISTANCE

Collaborating with the grantee-partner to co-create the process and approach for their technical assistance journey is good practice for securing a good return on investment or value for money in this element of the program. For example, instead of finding a foreign 'expert' to 'mentor' the young activist on the skill you assume he/she/they need, allow the young activist to find themselves the partner they would like to learn from. Whether a local or international partner, is the young activist agency deciding what and who is best for them. That partner is going to learn a lot as well from the young activist and you as an ally are just facilitating a long term **learning partnership**. Additionally, instead of overwhelming young people with an extensive list of group courses every week or every month, prioritise one or two that last longer (ie. two hours a week for 3 months) and provide tools that they can use themselves in their personal careers as well that they can share with their comrades in their movements/ groups.

7

PROTECT ACTIVISTS' IDENTITY AND WORK

The number one priority when working with young people and/or grassroots activists from excluded communities and in restricted civic spaces is **safety**. It is very important to **protect the identity of the activists and their groups when talking about your work and your partners**. When advancing efforts towards building legitimacy, trust or calling for international solidarity for the particular groups you are working with, avoid sharing personal data that governments or criminal groups can find in social media or in any web search that can put the life of the activist in risk.

8

CREATE CONNECTIONS BETWEEN THE GRANTEE PARTNERS AND DECISION MAKERS

Unfortunately, funding is always a limited resource. As an ally it is important to think about the support your grantee-partner is going to receive once the financial engagement with your organisation is concluded. One of the greatest values of civil society organisations, philanthropic foundations, UN agencies and other support organisations is their rich network of strategic partners in different corners of the world that can serve as the next ally for your grantee-partner. **Create connections, make introductions, provide recommendations, extend invitations to conferences, events, workshops** that a young person working in a remote area would not have had the opportunity to access to.

9

PROVIDE FLEXIBLE PROGRESS TRACKING TOOLS AND SYSTEMS

Young activists are very different from each other. Even though they are the same age and work on similar causes, it cannot be assumed that they perform their activism in the same way, achieve the same outcomes and experience growth at the same speed. **It is advisable to design a monitoring system that is flexible for each participant to report their progress based on their personal definition of success, their own 'indicators' for change and in a regular way.** The **bi-weekly group check-ins** proved to be great spaces to monitor the progress each YAL participant was doing while achieving 1) peer accountability, 2) team building, 3) critical thinking, 4) a culture of dynamic accountability or regular reflections on success factors, blockages and possible solutions to test in the short - mid term.

10

FOSTER COMMUNITY LED ACCOUNTABILITY

First and foremost, an activist is accountable to their community not to their donor. **Therefore, it is the community closer to the work of the activist who must report on the value and change the work of the activist created for them.** Encourage the activist to source the feedback of at least three different community members - it could even be family members - to learn about the 'impact' of the initiative led by the activist in the course of the programme you supported.

11

GO BEYOND FUNDING AND PROVIDE FLEXIBILITY

Through listening to the participants about their needs and studying their financial reports, it became evident that a blanket approach toward resourcing is not sufficient as young activists' needs and financial priorities are too diverse. **Flexible funding is the more progressive approach as each activist is able to cater to their specific needs.** Traditional restrictive and project based resourcing mechanisms limit the impact of the results and the effectiveness of grantees' work. Giving the flexibility to partners to use the funding as they deem necessary creates a culture of philanthropy that is more enabling to adaptability, innovation and growth and closer to seeking justice and systemic transformation.

12

OFFER AN ECOSYSTEM OF SUPPORT

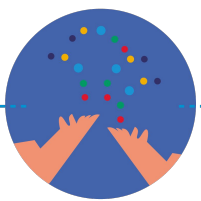
The best experience for grantees occurs when they have an **ecosystem of relationships**. This ecosystem includes access to programmatic expertise in advocacy, visibility by communications, technical support and finance, to mention a few.

DO YOU WANT TO KNOW ABOUT OTHER PRACTICES?

The Playbook is to be read and applied according to your context and can be adapted to suit your needs. Each practice is independent of the other so the order you want to choose to explore is always the right one. **Click** on one of the circles below to learn more about each practice.



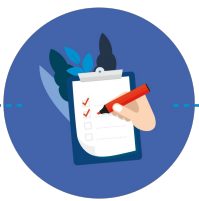
INTRODUCTION & BACKGROUND



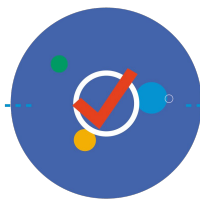
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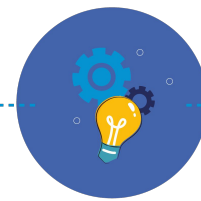
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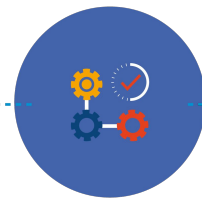
GRANT MANAGEMENT



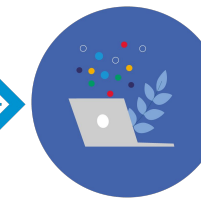
PEER KNOWLEDGE EXCHANGE



CAPACITY DEVELOPMENT TRAINING



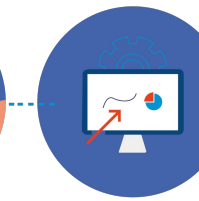
VISIBILITY & ALLIANCE BUILDING



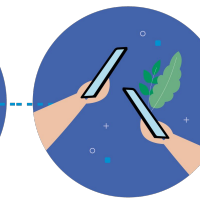
SUSTAINING ENGAGEMENT



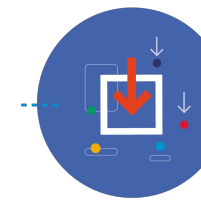
PEER ACCOUNTABILITY



REPORTING



RECOMMENDATIONS FOR YOUTH ALLIAS



DOWNLOADABLE WORK TEMPLATES