



**PLAN**  
INTERNATIONAL



**ALL**  
**GIRLS**  
**STANDING**  
**STRONG**  
**CREATING GLOBAL**  
**CHANGE**

*Night has fallen in the city of Juba as we call an end to our first joint meeting.*

*Despite the lateness of the hour, the heat hits me like a wall as I begin my journey home. I'm reminded, as I am on a daily basis, of the urgency of our work. South Sudan has felt the fiery heat of crisis, conflict and climate change for decades. Yet here I am, an 18-year-old woman, walking home alone through busy city streets after a day spent planning actions against climate change.*

*So much can change in just five years.*

*It was 2022 when Plan International began delivering food to my city and I became a sponsored child. I was 13-years-old. At 14, I joined a Plan International-led programme at school that taught me and my classmates about climate change. They taught us how we can become leaders in our own communities, how there is no climate justice without gender justice.*

*It lit a spark in me.*

*At 15, I joined a climate change youth group. Not long after my 16<sup>th</sup> birthday I worked with Plan International to organise our yearly campaign to help bring about climate justice. Last year, they came to me and my friends in our youth group. Asked us to help develop their strategy in South Sudan on tackling the climate emergency. Today, I've finished my first day helping them build a programme based on my experience as a youth activist.*

*I'm thinking about applying to Plan International's empowerment programme to help me learn job skills, and enjoying the idea of a future that I can shape myself.*

*My name is Yayo, and I support All Girls Standing Strong Creating Global Change.*





Plan International is evolving. Over the next five years we will build on the many successes of *100 Million Reasons* as we continue to *strive for a just world that advances children's rights and equality for girls*.

Our Ambition from now to 2027 is to see **All Girls Standing Strong Creating Global Change**. Working together we will create

- A world where **all girls** know and exercise their rights and live the life they choose.
- A network of supporters, communities, staff, partners, and donors, all supporting girls and young women to **stand strong** as they learn, lead, decide, and thrive.
- **Global change** through breaking down the barriers and discrimination girls and young women currently face every minute, every hour, every day.

We aim to improve the lives of 200 million girls in the next five years. When girls thrive in a more equal world, we are all stronger for it.

Our objectives for the next five years are **Increased Impact, Strengthened Legitimacy, and Improved Sustainability**. Each objective has priorities that define key areas of our work.

Every single person in Plan International, regardless of job or speciality, will work to achieve these objectives and increase our impact.

Our values create a mind-set which aligned with our work, brings them to life.

Plan International's global values are:

- We work well together,
- We are open and accountable,
- We strive for lasting impact,
- We are inclusive and empowering.



Living these values in our hearts and reflecting them in our actions will be key to realising our ambition. When everything we do aligns with our values we unlock the potential of our collective efforts and improve the impact we have on vulnerable children worldwide.

# Building on our many strengths

To accomplish our ambition, we will build on our rich history and core strengths.

## Independence

Our diverse funding model and stringent ethical standards on who we work with;

## Local to global

We connect influencing and programming work from local to national to international and elevate evidence and voices from communities to tackle global issues.

## Part of the community

Our history and long-term presence helps us work with communities and local partners to tackle the root causes of inequality.

## Focus on girls' rights

Our growing intersectional approach to achieving gender equality and the realisation of girls' rights is founded on our understanding of girls' lived realities and how to work successfully with boys and men to address inequality.

## Girl-led campaigns

'Because I'm a Girl' and our current campaign 'Girls Get Equal' were co-designed with girls and young people to enable their stories to be told

## A global presence

Our global identity is respected and founded on partnership networks and relationships with global institutions yet grounded by our experience in programming and influencing rooted in local realities.

## CONSTANTLY ADAPTING

Keeping up with and adapting to developments and changes locally, nationally, and globally will be key to All Girls Standing Strong Creating Global Change. Key areas include

- Impact of the global COVID19 pandemic,
- Rapid urbanisation and surge in youth,
- Rising poverty levels,
- Increase in conflict and fragility,
- Impact of climate crisis,
- Growth in social justice movements,
- Inequality of the digital revolution,
- The shift in global power,
- Shrinking civic space as nationalism and populism reemerge.



# OUR GLOBAL STRATEGY TO 2027

## OUR PURPOSE

**WE STRIVE FOR A JUST WORLD THAT  
ADVANCES CHILDREN'S RIGHTS AND  
EQUALITY FOR GIRLS**

## OUR AMBITION

**ALL  
GIRLS  
STANDING  
STRONG  
CREATING GLOBAL  
CHANGE**

## INCREASED IMPACT

Our work will reach and benefit young women and girls, especially those living in fragile contexts, fighting injustice, or facing crisis.

## STRENGTHENED LEGITIMACY

We will work collaboratively so our efforts are effective, relevant and resonate with young women and girls, our partners, and donors.

## IMPROVED SUSTAINABILITY

We will become more agile and data-driven in how we are funded, how we work, and how we respond to the effects of environmental, cultural, economic, and political upheaval on young women and girls.

## OBJECTIVES

## PRIORITIES

**Focus on  
girls' rights**

**Locally led,  
globally  
connected**

**Impact  
evidence**

**Effective,  
responsive  
organisation**

**Scale up  
humanitarian  
impact**

**Strengthen and  
optimise  
sponsorship**

**Youth  
centred**

**Grow quality  
income**

In the five years to 2027, Plan International's contribution, together with our partners, will be to positively impact the lives of 200 million girls and those around them.

## Our Purpose:

### We strive for a just world that advances children's rights and equality for girls.

Plan International's purpose continues to underpin everything we do. We have however deepened our thinking of what a Just World means for us in four key areas.

**Social Justice:** A just world is one in which children and young people are not disadvantaged based on their gender, race, ethnicity, religion, ability, or sexual orientation.

**Gender Justice:** A just world in which gender inequality no longer intensifies the negative effects of all other forms of exclusion and no longer makes exclusion different, and often worse, for girls and women.

**Economic Justice:** A just world where poverty is no longer a major factor underpinning the abuse and exploitation of girls that Plan International exists to tackle – from child, early and forced marriage, to girls' education being cut short, to trafficking. Gender justice and economic justice are intrinsically linked.

**Climate Justice:** A just world where girls, women, indigenous people and other marginalised groups most impacted, especially in countries least responsible for the climate crisis, have the financial support and skills and knowledge to adapt to climate change. Climate change is a social, economic, intergenerational, gender, and racial injustice.

## Our Ambition:

# All Girls Standing Strong Creating Global Change

Our ambition for 2022-2027 is grounded in our purpose and reflects our intent as an organisation. Working together we will create

- A world where **all girls** know and exercise their rights and live the life they choose.
- A network of supporters, communities, staff, partners, and donors, all supporting girls and young women to **stand strong** as they learn, lead, decide, and thrive.
- **Global change** through breaking down the barriers and discrimination girls and young women currently face every minute, every hour, every day.

We strive for a world where all girls can claim and exercise their rights and live the life they choose. Plan International will work, alongside partners, boys, men, and local communities, to support girls in all circumstances, especially in fragile contexts, fighting injustice or facing crisis. Together, we will break down the barriers and discrimination that girls face and help shift the power towards achieving gender equality.

When girls thrive in a more equal world, we are all stronger for it. Between 2022 and 2027 Plan International's contribution, together with our partners, will be to positively impact the lives of 200 million girls and those that surround them.

## Our Objectives:

# Increased Impact, Strengthened Legitimacy, Improved Sustainability

We have three broad objectives to help us achieve our ambition of All Girls Standing Strong Creating Global Change: **Increased Impact**, **Strengthened Legitimacy**, and **Improved Sustainability**. Sitting beneath these objectives are eight strategic priorities that define key areas of work.

We will all work towards achieving these three objectives day in, day out regardless of our job or speciality, to enhance our overall impact. We aim to improve the lives of 200 million girls in the next five years.

### INCREASED IMPACT

Our work will reach and benefit young women and girls, especially those living in fragile contexts, fighting injustice, or facing crisis. As we strive for lasting impact we will **focus on girls' rights** and **scale up humanitarian impact**.

### STRENGTHENED LEGITIMACY

We will work collaboratively so our efforts are effective, relevant, and resonate with young women and girls, our partners, and our donors. To achieve this we will become **locally led, globally connected**, improve our collection and use of impact evidence and make sure all our work is **youth-centred** as we strive to become inclusive and empowering.

### IMPROVED SUSTAINABILITY

We will become more responsive and data-driven in how we are funded, how we work, and how we respond to the effects of environmental, cultural, economic, and political upheaval on young women and girls. To achieve this, and become more open and accountable, we will **strengthen and optimise Sponsorship**; become a more **effective, responsive organisation**; and **grow quality income** as we strive for lasting impact.



# Increased Impact

## Focus on Girls Rights

100 Million Reasons kick-started our organisation-wide focus on girls. From FY18 to FY22, we will have reached almost 120 million young people through direct and indirect programming, and many more through influencing activities. To achieve All Girls Standing Strong Creating Global Change we commit to deepening our focus on girls and young women in all their diversity. We will strengthen our emphasis on girls' rights and equality for girls, and continue to work with boys and men as key allies in advancing both. The results of our work will help all vulnerable children, especially girls,

- **Learn** [so they] Are educated and have the necessary skills for work and life
- **Lead**: Take action on issues that matter to them
- **Decide**: Have control over their lives and bodies
- **Thrive**: Grow up cared for and free from violence and fear

All our work to help girls Learn, Lead, Decide, and Thrive will continue to focus on six key themes, which we call our **Areas of Global Distinctiveness**, supporting children's right to:

- Quality, safe education and access to lifelong learning – **Inclusive Quality Education**
- Work, free choice of employment, and to just and favourable conditions of work – **Skills and Opportunities for youth employment and Entrepreneurship**
- Take part fully in the political life in their community and country – **Girls, boys and youth as active drivers of change**
- Make decisions governing their bodies, and to access information and services that support that right – **Sexual and Reproductive Health and Rights**
- Healthy growth and holistic development, including health, education, protection, and participation – **Early Childhood Development**
- Live a life free from any form of violence – **Protection from Violence**

By 2027 our vision across all our Areas of Global Distinctiveness is to be fully gender transformative (working towards achieving gender equality and the realisation of girls' rights). We will define and use our gender transformative approach in humanitarian settings and continue to develop, test and scale-up gender-transformative programme and influencing models.

Girls and young people are telling us that the climate crisis must be addressed, and it is time for us to listen and act. We will strengthen and embed Climate Action & Resilience, water, sanitation and hygiene (WASH), and the participation of children, adolescents and youth (CAY) across our Areas of Global Distinctiveness.

## Scaling up Humanitarian Impact

We know girls and young women are often the most at risk in crises. Emergencies often set back advances in girls' and young women's rights, yet conversely they can also be catalysts for positive change.

By 2027, we want to be the world's leading international NGO for girls in humanitarian crisis. We will be the NGO partner of choice for promoting equality for girls and protecting children's rights by working across the humanitarian-development-peace (HDP) nexus – a holistic blend of development and humanitarian interventions – through principled and locally led humanitarian

action. Plan International will be an organisation that responds quickly and efficiently to crises; a rapid response vehicle for girls worldwide.

## **How?**

We intend to scale up the quality, pace, size and reach of our work primarily through building up preparedness in our Country Offices. Strong leadership, planning, robust and simplified processes will help us to start and scale responses quickly.

We will increase our dedicated surge capacity and humanitarian staff capability across the entire organisation, strengthen our relationships with communities, local agencies, and partners and build credibility with donors in the humanitarian sector.

Agile procedures to make rapid go/no-go decisions will be put in place to enable National Organisations to launch appeals and other fund-raising initiatives in real time.

Adopting a humanitarian-development-peace nexus approach will enable us to better coordinate our efforts in protracted crises and fragile contexts where girls are most vulnerable. We will adapt our practices to better blend our development and humanitarian disciplines in our work, systems, planning, and learning. The 'peace' dimension of this approach is a natural extension of our existing work to foster community cohesion rather than taking up the role of peace negotiators. We will need to adjust our risk appetite for operating in fragile contexts and scale up our security management.

The Framework for our humanitarian action will have a 'Must-Should-Could' approach:

- We must respond to crises in our existing operational areas (where we already have a pre-existing community relationship);
- we should respond to a crisis in a Country Office in a location outside our programming area, depending on unmet needs and our capacities; and
- we could respond to a crisis in a country where we are not present, depending on unmet needs, scale and capacity of the country to address the crisis and our ability to add specific value.

We won't look to intervene in every crisis, nor expend resources on short-term interventions where we don't already have a presence. We do not intend to become a purely humanitarian organisation and we won't be cavalier in our approach to working in high-risk areas and fragile states. We gain access to new donors, whilst using flexible funding sources to ensure we are responding early and quickly in a new emergency.

## **Why the shift?**

We know when emergencies strike children are hit hard and girls are disproportionately affected. Protracted crises and disasters are increasing in occurrence and if we are to honour our ambition we simply cannot sit back and only intervene when it fits within our current parameters.

# Strengthened Legitimacy

## Locally led, globally connected

By 2027, Plan International will create greater, visible impact through locally led action complimented with global knowledge, resources and action. We believe development work and humanitarian responses should be primarily locally led with authentic leadership, agency, decision-making and resource allocation centered in affected contexts. We will use our shared power to create greater impact, conscious of how structural inequality and injustice impact our work and interactions. We will strengthen how we co-design our activities with girls, communities, and partners; share responsibilities for decision making, and have greater representation and information sharing from the outset. We will use our role as an ally and supporter to amplify the strengths of partners, movements and communities.

This does not mean we will lose the benefits of being a global organisation, nor that we will become a collection of offices operating independently. But we will have shifted our power to allow for greater adaptability to local context and become more focussed on being conveners and allies. We will listen, not dictate.

### How?

This shift will require a change in culture: too many practices and attitudes in the development and humanitarian response system mirror (and are derived from) structural inequalities and injustices, including those linked to the colonial-era.

We will strengthen our engagement with partners at country level, ensuring we complement not compete with local organisations. This means engaging with partners to help shape our country strategy and programme designs. It means helping strengthen local partners so they can shine, and helping build collaborative strategies to combat shrinking civic space. It's a shift from seeing our partners as implementers of our programmes to people who help shape our interventions.

Many donors are expecting and increasingly demanding funding and power to be directed to local actors. Our National Organisations will play a key role in building on these expectations and helping influence donors for the necessary changes needed to achieve locally-led development, such as shifting to multi-year flexible core funding, and capacity strengthening funding.

Our leaders and governors will be engaging in the debate to inform and explore options on the challenges facing our sector, particularly in relation to power dynamics and challenges around representative governance.

### Why the shift?

Being more inclusive, giving communities and external partners more say in what, where, and how we help will strengthen our legitimacy, improve our effectiveness and broaden our impact. Supporting our local partners, providing them with greater decision-making power will make them stronger, meaning our joint impact with them will be all the greater.

## Impact evidence

By 2027 we will consistently use evidence to improve our impact. We will have built on the groundwork made through 100 Million Reasons and progressed to become a source of credible evidence. We will use this knowledge – carefully curated through our new and strengthened systems of Monitoring and Evaluation – to underpin, improve and scale effective, quality

programmes, influencing and resource mobilisation. We will have moved away from isolated pockets of excellence with all offices generating, learning and using evidence gleaned from our interventions.

### **How?**

Quality evidence is born from quality systems and processes. Over the next five years we will fully implement Planning, Monitoring, Evaluation, Research, Learning (PMERL) and support all our offices as they adapt to using new processes and procedures. This will allow us to capture the data needed to better demonstrate our impact, and help provide evidence to increase our accountability with all our programme participants.

We will improve what we do with our data once it's harvested through creating stronger governance and simplifying how evidence gained from our past and current work is filtered into the planning of all future strategies and projects. This includes the wealth of sponsorship data and will lead to data-driven decision making.

Research and evaluation will become integral to our work and better aligned, so all locally conducted and funded research will contribute to the global strategic research agenda. Our efforts will be more coordinated, our projects designed with learning at their heart. Our research will create a body of work that forms the basis for our advocacy, policy and campaigns.

### **Why the shift?**

This shift began in *100 Million Reasons* and is now an expression of continued effort. We know that continuing to build our evidence base (and the systems on which we rely to do so) will not only lead to improvements in our programmes and interventions, but also become the foundation of our international and national advocacy and policy work. We know there is also an ever-increasing demand for stronger evidence of sustainable impact from the programmes supported and implemented by INGOs.

## **Youth Centred**

By 2027, Plan International meaningfully co-creates all programming and influencing with girls and young people, consistently engaging them and their organisations in decision-making processes at all levels. Over the next five years Plan International will intensify initiatives where youth are active drivers of change across our Areas of Global Distinctiveness. Young people, their networks and youth partners will be more meaningfully involved and actively engaged in decision making, with a focus on listening and engaging with youth at a local level.

### **How?**

Our leadership teams at all levels will engage in more meaningful youth participation both in our programming and influencing and in our internal strategic processes and decision making. We will scale up our engagement with young people through effective and youth friendly policies, practices and procedures in core areas. We will work with young people to break down barriers and model the way for genuine youth engagement across Plan International and the humanitarian and development sector.

### **Why the shift?**

Engaging children and young people in our work is not a new concept; we started this shift through *100 Million Reasons* to increase (and deepen) the levels of youth engagement in all we do. Young people tell us they want to work with us and are increasingly willing to hold us to account when they feel we can do better. We need to embrace this willingness to engage and ask them to help us deliver.



# Improved Sustainability

## Strengthening and Optimising Sponsorship

Sponsorship is part of our DNA, but by 2027 it will look and feel different. We will deliver a more flexible and legitimate model of funding that clearly shows sponsors the deep, long-lasting benefits sponsorship brings through the eyes of a sponsored child.

We will have transformed our core sponsorship product into a resource that builds on the sense of global solidarity and impact that sponsorship enables. It will represent the voices of the children and communities where we work, will continue to enable long term strategic partnerships with civil society organisations, and allow for rapid responses to crises and emergencies that arise. We will also make sure sponsored children don't lose any of the myriad benefits reported in our analysis of child sponsorship data, including higher school attendance, improved wellbeing, and better self-reported health.

Sponsorship will evolve to take advantage of the growing digital capability in society. Data collection will be quicker, simpler, and more efficient, and connections between the sponsored child and their sponsor will be more engaging and rewarding.

Sponsorship will build on our core one-to-one offering and become a broader set of fundraising products. These products will be tailored to the various contexts and geographies in which we work and to the profile of donors.

Sponsorship data will inform programme priorities and business development to mobilise more resources targeted at the sponsorship communities where we work.

### How?

We will improve the performance and efficiency of our end-to-end service of delivering sponsorship communications through a comprehensive review led by a dynamic cross-functional and cross-entity team. This insight will lead to opportunities including further digitisation, reduction in duplication, clearer definition of global roles and responsibilities, and a better-quality product. It will also provide ample opportunity for us to look at every aspect of sponsorship – including marketing, channels of communication, the processes underpinning it, and even the term itself – under the lens of becoming an anti-racist organisation.

We will move to deliver sponsorship more flexibly through new settings and models, such as urban, emergency, and local. We will also investigate alternative sponsorship products, such as sponsoring a youth group and ensure our communications are presented through the eyes of those sponsored, building a sense of solidarity suitable for both internal and external audiences.

Moving to a digital-first ethos across all aspects of sponsorship will revolutionise how we work. We aim to digitise data collection, the sponsor and child experience and roll out a sponsorship digital platform.

### Why the shift?

Development of our sponsorship proposition is key to gaining the flexibility that will allow us to adapt and quickly respond to the changing needs of girls, particularly in times of crisis. This flexibility will mean sponsorship funds will have greater impact across all areas of our work, helping to unite us as an organisation, and build a true sense of deep appreciation for how sponsorship changes lives both for individuals, and in the communities where we work.

Reviewing and adapting sponsorship policies and operations through the eyes of the sponsored child and their communities will be important to showcase the value sponsorship brings. It will

enable greater legitimacy and showcase Plan International's approach to sponsorship as an impactful way to tackle anti-racism and put the sponsored children at the centre of our work. It will also open sponsorship to a larger demographic of future donors, who we know care deeply about transparency, impact, relevancy, and personalisation.

## **Effective and responsive organisation**

By 2027, the effectiveness and responsiveness of our organisation is enhanced through data-informed decision-making, working better together, and aligned incentives. We will have made significant changes in order to improve our effectiveness, responsiveness, agility and decision-making processes, allowing us to respond to local, national and global changes in a timely and effective way.

### **How?**

Redesigning our end-to-end grant delivery process will help eliminate duplication, rework, and ensure each entity is focused on how they best add value to the process. Accountabilities will be redefined along the end-to-end process for both National Organisations and Country Offices, clarifying what is expected and to what quality.

Our decision-making processes will be responsive at the 'point of need' and use data effectively, helping to reduce duplication. This will dovetail with the continued roll out and implementation of our Your Organisation's Data Analytics (Y.O.D.A) programme, which will strengthen our Project Management, Supply Chain Management, Finance, and Monitoring, Evaluation, Research, Learning (MERL) functions to increase our efficiency

We will build and maintain networks of high performing cross-functional teams (including external partners) that can adapt and deliver at speed to needs and opportunities as they develop. In addition, we will build clusters of high-quality shared services to help share the expertise and experience across Country Offices. Clustered shared services can also help National Organisations share knowledge and reduce duplication of effort, such as in the provision of Customer Relationship Management and sponsorship services.

Working on our collaborative behaviours, along with deeper understanding of the role each organisational area can play will lead to clear accountabilities, aligned incentives, a stronger performance culture and strong levels of trust.

### **Why the shift?**

Currently our rate of transformation is being outpaced by changes in our sector and the world we operate in. Our overheads are high compared to our peers, which makes us less attractive to donors. Our way of working leads to significant duplication and inefficiency.

## **Grow quality income**

By 2027, Plan's total global income has increased and diversified through growth in new flexible income sources. We recognise it's imperative that next to sponsorship we need to grow other quality income in line with our Global Fundraising Strategy.

### **How?**

We will develop scalable models in programming across each of our Areas of Global Distinctiveness, and will have the systems in place to demonstrate their impact to donors.

In humanitarian fundraising, we will develop our capabilities to quickly launch and deliver successful global humanitarian appeals to the public across all relevant markets.

We will invest in the creation of a coordinated fundraising investment framework to better direct funds as defined by our Global Fundraising Strategy. A data-driven approach to global fundraising investment will help us identify high growth potential opportunities and invest in innovative financing areas. We will be exploring growth in local Country Office fundraising and establishing new markets with high growth potential.

We will grow flexible income through new channels, products and segments, such as expanding our digital fundraising capacity, creating a global Ultra-High-Net-Worth Individual programme, and building our capacity and expertise in legacy giving and major donors.

For grants fundraising and management we will shift the centre of gravity to Country Offices. Relevant Country Offices will be equipped with the capabilities needed to lead in-country resource mobilisation and proposal preparation.

We will diversify our funding beyond international aid and philanthropy into private capital through social finance strategies.

Building up our brand will be key to fully diversifying our funding mix, ensuring we are well placed within our sector to attract donors across all streams (current and new), and help strengthen our global presence.

### **Why the shift?**

Flexible income is crucial for us to realise our ambitions and deliver results for those we work with and for. Growth in our flexible income will allow us to be more effective and responsive, protect our independence, and deepen our focus on girls' rights.

## Realising our ambition

In the current climate, where the challenges girls and young women face continue to mount, our work is more critical than in any time within our 85 year history.

Improving the lives of 200 million girls is no small undertaking, but it reflects the urgency of our work, and speaks to our knowledge, experience, and history of delivering interventions that create lasting impact.

Living our values in our hearts and reflecting them in our actions will be key to realising our ambition for **All Girls Standing Strong Creating Global Change**.

To unify our collective efforts, to become one voice calling for change, we will need to **work well together**.

To bring together our network of supporters, partners, youth groups, and communities to help girls stand strong we will need to be **inclusive and empowering**.

To build on the lessons of *100 Million Reasons*, and use our learnings as a foundation on which to grow stronger, we will need to be **open and accountable**.

To push against the headwinds of change rolling back the rights of girls and young women we must **strive for lasting impact**.

## Next steps

Our focus for 2022-2024 will be

- Strengthening our foundation through consistent and excellent management of grants and projects
- Transforming for the future and taking on other areas of strategic change where external factors require it.
- Becoming a high-performing project delivery organisation, enabled through rolling out and implementing our Y.O.D.A programme.

Our focus for 2024-2027 will be

- Continuing to improve our impact, legitimacy, and sustainability and implementing any remaining change.



*I was just ten years old when my friends at school started talking about the rights of girls. I'd never really thought about it before.*

*By the time I was 11, I was ready to learn more. I joined the local youth group ran by Plan International. I learned how differently girls in my village were treated compared to boys like me. Some girls aren't even allowed to go to school. When I was 12 my father started talking about marriage for my sister. She doesn't want to get married yet.*

*It's not fair, and I want to help her.*

*Plan International connects our youth group to a wider network across Nepal, and together we plan and launch a campaign against early and forced marriage sent via SMS messages to all the boys and men in our region. My Father and his friends are finding it hard to understand why a boy like me is standing up for the rights of girls. We talk, and it's difficult, but my youth group supports me. I just want the best for my sister and all girls in her position.*

*So with Plan's help I persevere.*

*Today, aged 15, I am working alongside our youth group and Plan International to develop a digital campaign for 2027 aimed at highlighting the risk of Early and Forced Marriage across the whole of Nepal. In five years, I've grown to become a gender champion and girls' rights activist.*



*My name is Doha, and I am part of All Girls Standing Strong Creating Global Change.*



ALL  
GIRLS  
STANDING  
STRONG  
CREATING GLOBAL  
CHANGE